

Business Architecture: Using Business Capability Maps

University of Washington

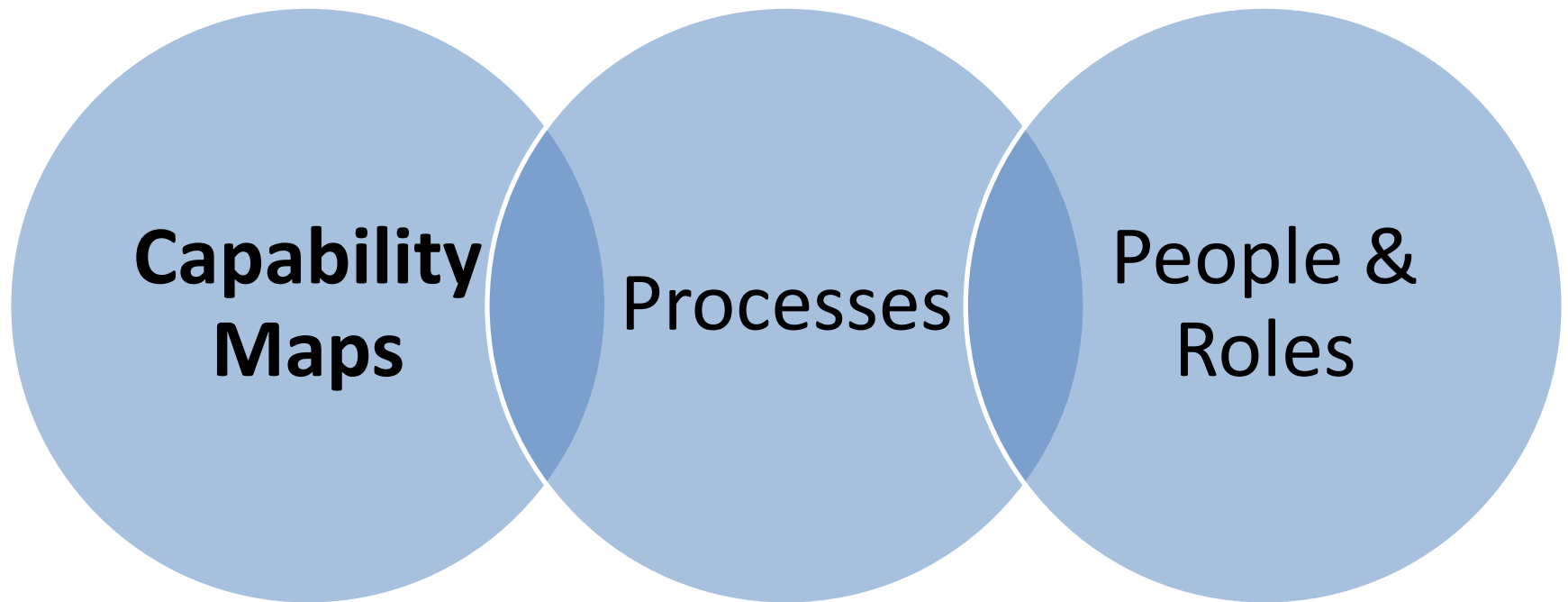
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Business Architecture Goals

Focus	Goal
Business transformation	Create new business capabilities and/or leverage existing capabilities in new ways
Business effectiveness	Improve business' capability to serve its customers
Business efficiency	Improve processes and reduce functional overlap
Business-IT alignment	Improve goal, strategy, investment, and resource alignment between IT and business units
IT effectiveness	Improve IT's core capabilities to serve the business' needs
IT efficiency	Improve IT's cost performance through process improvement and technology standards
EA effectiveness	Improve EA performance though better understanding of business and IT goals and strategies

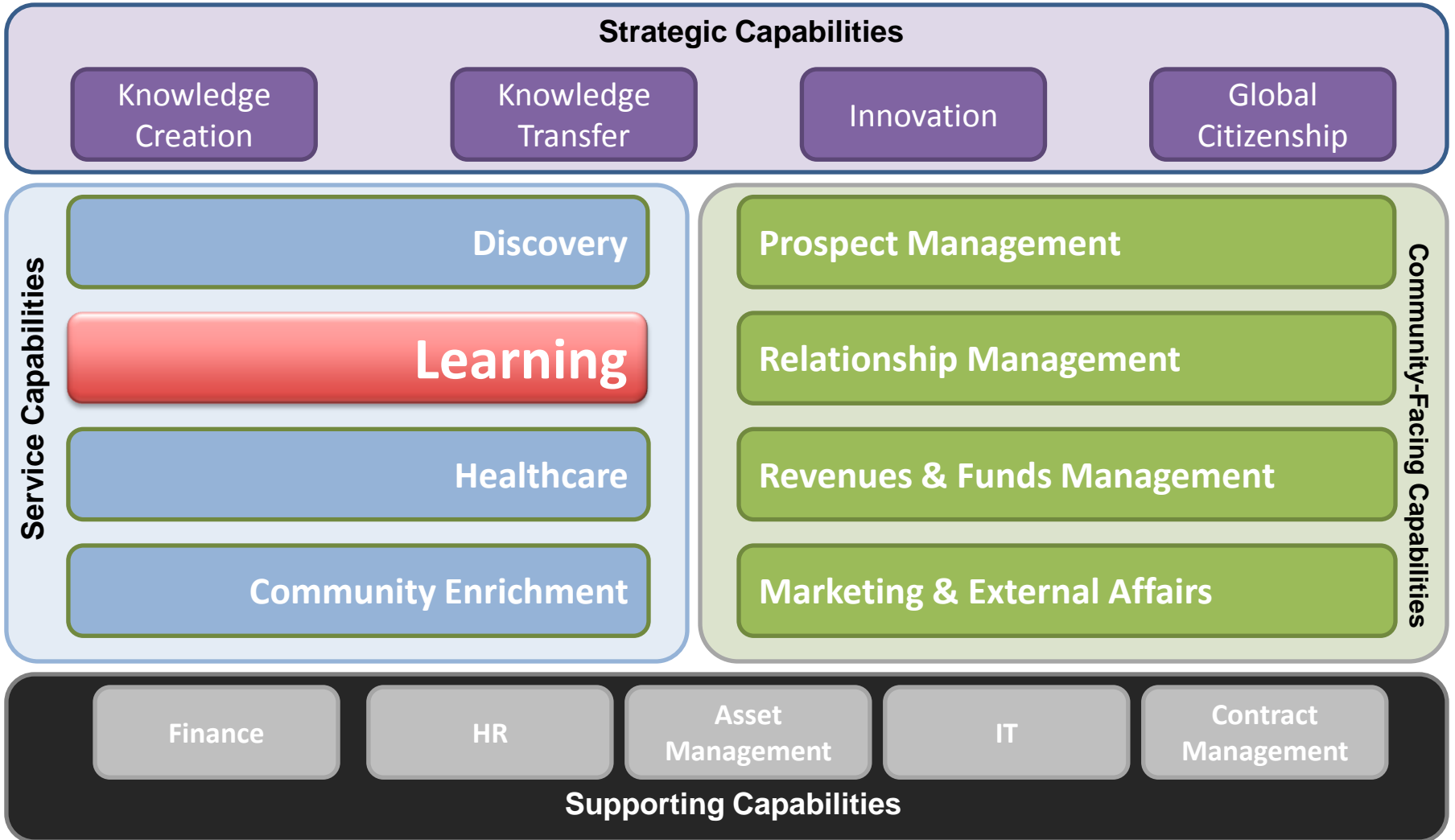
Business Architecture Framework



Business Architecture Capability Maps

Artifact	Value Proposition	Audience
Enterprise Capability Map	<ul style="list-style-type: none">Facilitate enterprise and cross-functional strategic discussions and decision making	<ul style="list-style-type: none">Executive Leadership
Domain Capability Map	<ul style="list-style-type: none">Facilitate strategic discussions and decision makingInform scope decisions, implementation planning, and business process redesign	<ul style="list-style-type: none">Executive Leadership
Domain Capability detail matrix	<ul style="list-style-type: none">Identify opportunities to rationalize applications, data, etc.Inform business process & capability redesign	<ul style="list-style-type: none">Operational LeadershipAnalystsArchitects
Capability interaction matrix	<ul style="list-style-type: none">Identify areas of integrationIdentify opportunities for 'shared' enterprise solutions	<ul style="list-style-type: none">Operational LeadershipAnalystsArchitects

Enterprise Capability Map



Strategic Capabilities – what outcomes we want our services to result in

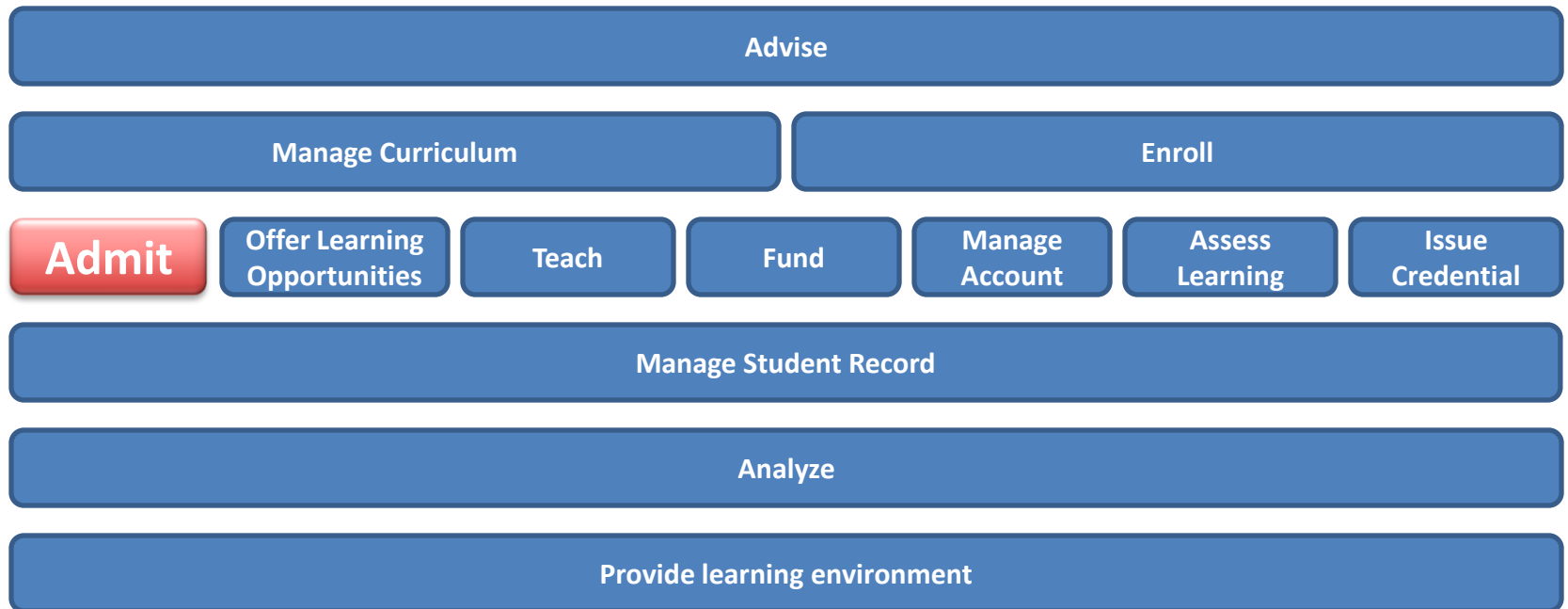
Community-Facing Capabilities – what we do to connect people to our services

Service Capabilities – what we deliver

Supporting Capabilities – what we do to support delivery of our services



Learning Capability Map (strawman)



Learning Capability Detail Matrix

Capabilities	Description	Supporting Human Resources	High-level processes	Supporting Technologies	Supporting Information	Operational Metrics	Organization
Admit	The Office of Admissions recruits new students, receives and evaluates transcripts and applications, and admits students to the University	<ul style="list-style-type: none"> •Front Desk •Counselors •Specialists •File Builders •Graduate Student Readers •Processing Staff 	<ul style="list-style-type: none"> •Receive Applications •Process Applications •Evaluate Applications •Review Applications •Admit •Recruit •Advise 	<ul style="list-style-type: none"> •Student Information System •Transfer Articulation via DARS •Recruitment Plus •ApplyWeb/CollegeNetb •MyUW •Admission Website •Docufide •CollegeBoard Search Service •Fire Engine Red •NolijWeb 	<ul style="list-style-type: none"> •Equivalency Guide •Paper and online application •State and Federal legislation •FERPA •External market research data •Ad-hoc reports •PESC Post Education Secondary Council 	<ul style="list-style-type: none"> •Application Counts •Offer rates •Enrollment Yields •Test Scores •High School and College GPA's •Assessment Scores •Time to build, process, assess, and read files •Paper usage •Prospect to Applicant Yield 	<ul style="list-style-type: none"> •Undergraduate Admissions Seattle/Bothell •Colleges and Departments •Honors Program •Office Minority Affairs & Diversity •Undergraduate Advising at Gateway Center •Registrar •Residency Classification
Enroll	• ...	• ...	•...	•...	•...



Capability Interaction Matrix (strawman)

Learning Capabilities	HR	IT	Finance	Asset Management	Research
Offer learning opportunities	Instructor Availability		Tuition rates Costing	Classroom availability	Human subjects compliance; Research based learning
Assess learning					Publishing research findings
Issue Credential					
Provide financial assistance	Student employment		Financial Aid fund management		Research funding
Bill and collect fees			Student Accounts Receivable		
Advise			Financial Advising		Matching with faculty mentors

Business Architecture Processes

- Creating capability maps
- Engaging business partners
- Quality assurance of maps
- Governance
- Analysis
- Building competency

Business Architecture People & Roles

No single role

- Leadership uses BA to facilitate cross-functional strategic discussions and decision making
- Program Managers use BA to facilitate strategic discussions and decision making
- Business Analysts use BA for functional analysis, design, and business process redesign
- Architects use BA framework for technical analysis, design, and architecture

Books & Articles

- **Enterprise Architecture As Strategy: Creating a Foundation for Business Execution**

http://www.amazon.com/gp/product/1591398398/sr=8-1/qid=1149822286/ref=sr_1_1/102-8810724-3746548?_encoding=UTF8

- **Anatomy of Capability Map**

http://www.forrester.com/rb/Research/anatomy_of_capability_map/q/id/55972/t/2

- **IT Capability Maps Help CIOs Manage IT Like A Business**

http://www.forrester.com/rb/Research/it_capability_maps_help_cios_manage_it/q/id/56872/t/2

- **Business Capabilities Provide The Rosetta Stone For Business-IT Alignment**

http://www.forrester.com/rb/Research/business_capabilities_provide_rosetta_stone_for_business-it/q/id/54419/t/2