The Business Blueprint
Organizing your Chaos

Presented to you by
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Lighthouse Consulting Partners in Partnership with ASPE
Your Presenter, Gina Schmidt

Working as a project management and business analysis consultant for a variety of business types and structures for over 25 years.
Today’s golden nuggets

- Importance of having a business blueprint
- Ways to classify the information through the use of frameworks and notations
- Example use of automated tools to capture the information
Importance of Having a Blueprint
“There are building blueprints, ship blueprints and in our discussion, business blueprints. A given blueprint is one view of the business. There are many types of business blueprints...that allow us to visualize the business from a variety of perspectives.

The blueprints...represent a sampling of commonly used business viewpoints. Each blueprint provides management with information about a given aspect of the business within a specific context. For example, the Balanced Scorecard,... provides management with measures against certain business goals and objectives.”

What is a business blueprint?

- Business transparency from different perspectives.
- Can have multiple blueprints.
- Must integrate blueprints for the full picture.
- Most important at the enterprise level.
Why should we care?

- Multiple sources of key business information
- We must “pull in” or provide to others because of the roles we perform
- Business blueprints helps us make the right decisions at the right time
- Identifies gaps in our understanding
- Facilitates conversations
Example Business Blueprints

Enterprise Architecture

Business Architecture

Business Functions

Business Organizations

Information Architecture

Corporate Data

Business Rules

Technical Architecture

Applications and Services

Infrastructure

ASPE

SDLC Training

a division of Fortis College

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Business Scenario

- Which business blueprints do we need?

Business Scenario: “We want to create supplemental e-learning modules for our courses that can be used to enhance our customer’s learning outside of the workshop.”
This example does not represent ASPE. It is a different company and some examples may have been “enhanced” to explain typical challenges.
We want to create supplemental e-learning modules for our courses that can be used to enhance our customer’s learning outside of the workshop.

Process are defined for business model activities. Found inconsistencies on how content was developed.

From business units data model (no corporate model available)

Syllabus
Workshop Outline
Workshop Modules

No technology models existed. Had to validate assumptions in this diagram

Authoring Tool

Exception diagram to show solution architecture for only one business group

This example does not represent ASPE. It is a different company and some examples may have been “enhanced” to explain typical challenges.

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Example Balanced Scorecard Graphic

Business Process Perspective
Action: Assure content connects with existing products
Measure: Duplication of Content

Learning & Growth Perspective
Action: Educate employees on how to sell e-learning as a new product to supplement existing programs
Measure: e-learning sales

Financial Perspective
Action: Price competitively
Measure: Competitive benchmark pricing

Customer Perspective
Action: Check content relevance to audience
Measure: Post e-learning survey results

VISION
“Create supplemental e-learning modules for our courses that can be used to enhance our customer’s learning outside of the workshop.”

Adapted from Kaplan & Norton Model 1996

This example does not represent ASPE. It is a different company and some examples may have been “enhanced” to explain typical challenges.
But I can’t control what information is available to me...

- Accountability vs. responsibility
- Be a collaborator and advisor
- Self empowerment to...
  - Ask questions
  - Validate assumptions
  - FIND what I need to do my job
- Skillfully communicate...
  - Benefits
  - Risks
  - Impacts
Ways to Classify Information
How do we organize this stuff?

- Depends on process and tool maturity
- Depends on information needs for your role
- Find the right classification scheme to fit
- Find the right tool for classification
BIZBOK™ Classification Considerations

For the creation of “fundamental” business structures you need:

• Business Strategy Mapping
• Capability Mapping
• Organization Mapping
• Value Mapping
• Information Mapping
• Initiative Mapping
• Product Mapping
• Stakeholder Mapping

http://www.businessarchitectureguild.org/
More BIZBOK™ Classification Considerations

- Aspects represented by the business architecture

  **Stable**
  - Capabilities
  - Organization
  - Information
  - Value Streams

  **Volatile**
  - Strategies
  - Initiatives
  - Decisions
  - Metrics
  - Products & Services
  - Policies & Regulations
  - Customers, Partners...

http://www.businessarchitectureguild.org/
TOGAF Classifications

- TOGAF focuses on catalogs in addition to matrices and diagrams. Here are just a few examples:
  - Organization Catalog
  - Actor/Role Catalog
  - Business Service/Function Catalog
  - Location Catalog
  - Contract/Measure Catalog
  - Business Interaction Matrix
  - Business Service/Information Diagram

http://www.opengroup.org/subjectareas/enterprise/togaf
Zachman Framework Classifications for Enterprise Assets

<table>
<thead>
<tr>
<th>Perspectives</th>
<th>Motivation/Goals (WHY)</th>
<th>Timing (WHEN)</th>
<th>Locations (WHERE)</th>
<th>People/Roles (WHO)</th>
<th>Functions (HOW)</th>
<th>Material/Information Assets (WHAT)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executive</td>
<td>Business Strategic Model</td>
<td>Major Events and Business Cycles</td>
<td>List of Business Locations</td>
<td>Business Organizations</td>
<td>List of Business Processes and Capabilities</td>
<td>List of Business Entities</td>
</tr>
<tr>
<td>Technology Architect</td>
<td>Business Rules Model</td>
<td>Distributed Systems Architecture</td>
<td>Human Interface Standards and Reusable Components</td>
<td>Enterprise Application Architecture</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Technology Business Analyst</td>
<td>Solution Domain Infrastructure Architecture</td>
<td>Solution Domain Use Cases</td>
<td></td>
<td></td>
<td>Enterprise Logical Data Model</td>
<td></td>
</tr>
</tbody>
</table>

Combining cells in a row gives a complete view from that perspective

Adapted from Zachman’s Enterprise Ontology™

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Mapping – Combination Example

- Organization compared to location

<table>
<thead>
<tr>
<th>Location</th>
<th>Detroit</th>
<th>Chicago</th>
<th>Toronto</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business Unit</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Corporate</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sales</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Curriculum Development</td>
<td></td>
<td></td>
<td>X</td>
</tr>
</tbody>
</table>
“Historically, there has been no vehicle in place for executives to know what actions should be taken by the business and by IT to enact real solutions to pressing problems. If business executives cannot visualize business issues and related solutions, then the only alternative is to let IT pursue its own solutions and blindly hope that an IT-driven solution can fix business problems. This has not worked in the past and will not work in the future.”

- William Ulrich and Neal McWhorter
  Business Architecture: The art and practice of business transformation
Business Blueprint Visibility

- Domain Diagrams (scope)
- Matrices and Maps
- Various Graphics
Example Diagram: Business Process Decomposition

CURRENT STATE
Extracted Business Processes

- Curriculum Development
  - Workshops
  - Certifications
    - Analyze Need
    - Design Workshops
    - Develop Workshop Materials
    - Implement Pilot
    - Evaluate Pilot
“We want to create supplemental e-learning modules for our courses that can be used to enhance our customer’s learning outside of the workshop.”
Example Matrix: Capabilities to Initiatives Map

<table>
<thead>
<tr>
<th>Capabilities Initiatives</th>
<th>Instructor Led Delivery</th>
<th>Coaching</th>
<th>Assessment</th>
<th>Instructional Design</th>
<th>Project Management</th>
</tr>
</thead>
<tbody>
<tr>
<td>Big Account Management</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>eLearning (new capabilities needed)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>University Continuing Education</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td>X</td>
</tr>
</tbody>
</table>

Capabilities can be color coded to identify areas that are weak or not performing well enough to successfully implement the initiative.
Leveraging the Blueprints

**CURRENT STATE**

**Business Processes**

- **Sales**
  - **Publics**
    - **Work Client Lists**
    - **Send Notifications to Existing Clients**
  - **On-Sites**
    - **Work Third Parties**
    - **Call Big Client Accounts for One-offs**
    - **Send out schedules through Social Media**
    - **Assign to Payment Cycle**
  - **Work Training Organizations**

*Social media was not in the business model as a channel or in the strategy. But we found particular business unit using it very successfully. Should we worry about it?*
PLAN FOR REUSE
It should not be accidental
Software Tools Supporting Blue Prints Creation and Organization
Consider Types of Tools

Tool Maturity

- Tools
- Homegrown
- Single Purpose
- Transitional
- Cradle-to-Grave
Example Tools

- **Homegrown**: MS Access, MS Excel
- **Single Purpose**: ArchiMate, Visio
- **Transitional**: SharePoint (Repository)
- **Cradle to Grave**: META (Enterprise Architecture and Portfolio Management)
ArchiMate

http://archi.cetis.ac.uk/  “Archi is a free, open source, cross-platform tool and editor to create ArchiMate models.

ArchiMate¹ is an open and independent Enterprise Architecture modeling language that supports the description, analysis and visualization of architecture within and across business domains. ArchiMate is one of the open standards hosted by The Open Group¹ and is fully aligned with TOGAF².”
Thank You

Any Questions?