



**Advantages of Deploying Solutions**  
developed through Business Architecture -  
as developed via the BACOE Methodologies

## Your business has an architecture but do you know what it is?

One of the driving needs for Business Architecture is to enable an enterprise's Information Technology (IT) team to quickly, accurately, and iteratively deploy prioritized, stable, and operationally excellent Business Solutions to address the fast-paced changes in opportunity or mandate across the global markets.

Various groups approach the concept and practice of Business Architecture from differing value points. Business Architecture Center of Excellence (BACOE) practices and evolves its methodology to emphasize the value point of a documented, human consumable, prioritized, iterative architecture which is evergreen, ever-robust, and evolves as growing numbers of projects and initiatives contribute to this valuable enterprise cache of traceable, related business interests.

What is the result, the end-state of a Business Architecture using the BACOE approach?

The key Business Architecture deliverable of business interest is a clearly defined set of artifacts – not only for architecture. These artifacts enable the design, development, test, and deployment of accurate, stable, prioritized solutions that smoothly integrate, are operationally efficient, and foster iterative improvements or rollbacks as the markets', customers', and partners' feedback dictates.

While there are defined ends to projects, initiatives, and phases, an architecture is ongoing. It is a definition much like the periodic table of chemical elements – providing documented, traceable information for successor initiatives and projects. Business Architecture is intended to be kept evergreen, increasing in robustness and detail as additional projects and slices<sup>1</sup> of the enterprise contribute to the architecture's documented foundation of the enterprise; thus, a properly maintained and evolved architecture may not *have* a fixed one-off end-state.

Projects, initiatives, and phases each have defined deliverables, and so too does the effort of each iteration of Business Architecture development. The initial artifact efforts are difficult, as a strength of humanity is in its ability to abstract and pattern things such that we need not focus attention on details. However, the initial phase of establishing a Business Architecture requires that the best and brightest dive into the details of those items of interest to the business to find the architectural core of the business. Business and IT participants will see the artifact's value grow as elements are interrelated, associated to others in newly discovered affinities, and organized to define initiatives of projects that support the Business' prioritized goals.

A greater point of emphasis is the value of the *advantages* each solution will realize when developed in accordance with the architecture.

In the next few pages, we list the advantages BACOE has seen from Business and IT executives and teams as they develop and deploy their solutions through our Business Architecture methodology and approach.

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<sup>1</sup> Pinnacle's Practitioner methodology usually focuses on a smaller 'slice' of the enterprise, and within that slice we focus on a particular complex project.



**Brief Points of Advantage**

If a solution is designed upon Business Architecture  
as developed via BACOE Methodology

Advantage	Enables
1. Business executives clearly communicate the priorities of goals (Business needs).	IT focus on top Business need impacts, iteratively deploying as much as is possible for each iteration window  Iteration enables multiple ongoing checks and adjustments to Business direction and customer or partner feedback.
2. Business goals and directives trace through from source to all related elements.	Eliminates contradiction of projects and clarifies solutions’ intent, enterprise priorities, and executive sponsorships.
3. Business can easily use the Architecture artifacts – they are Human Consumable.	Business personnel, as well as IT, are able to use the information and keep it up to date without having to have special tools or training on such special tools. Artifacts are available, to any person involved in discovering, prototyping, managing, designing, developing, testing, deploying, and operating a solution.
4. Business gains confidence and a cadence in working with the architecture, as each follows a consistent form.	Encourages compliance to produce a consistent and complete definition.  Quality communication without assumptions or gray areas.
5. Business realizes their expertise is the key to success.	No complex tools need be purchased, developed or trained upon; any source that the enterprise deems worthy can be a basis to build or enhance the architecture and will be traced across the elements that reference that source.
6. Business discovers previously unrealized/masked relationships.	New discoveries may lead to new opportunities, new points of leverage, and filling of gaps in services that can or should be provided to enterprise personnel, partners and customers.
7. Business can develop a Bill of Health for all critical and contributing systems and their platforms.	Clarified hardware and software dependencies for solution deployment.  Alerts Business to systems’ conditions, re. vendor support, licenses or seats, vendor package versions vs. current versions, user



Advantage	Enables
	and operations view of system quality, backup policies, backup / swappable platforms, clusters, multi-site hosted, policies for disaster recovery and data recovery, etc.
8. Business discovers systems that must be made available for the processes to meet the Business needs.	Plan and budget early enough for systems ready to support development, test, and operation of the solution.
9. Business can plan evolutions with confidence.	Identify needs and existing solutions that can or must be updated, upgraded, clustered, virtualized, repurposed, or retired.
10. Business operations and test groups can identify early where a solution will need specific care.	Solution definition will highlight all impacted systems, sites, roles, data stores, etc., which will enable planning for network design, bandwidth, clustering, mirroring, or separate site backups, etc., and the testing and deployment approaches for these various topologies.
11. Business realizes each process' value <ul style="list-style-type: none"> <li>a. Process support for goals</li> <li>b. Process that must be created (gap)</li> <li>c. Existing process needing updates</li> <li>d. Existing process ready for focus need</li> <li>e. Existing process is candidate to retire, its contribution has expired or is redundant (overlap)</li> </ul>	Architecture clarifies each process within a solution to highlight the impact changes or dependencies each will have upon other users of the process or its related processes, in that they may alter data the related processes depend upon.  Processes may be unique to specific groups, functions, sites, or countries; they may be simple or complex and be global in impact.
12. Business gains clear view of the Material (data) needed for a process, and the related processes that also depend on that material <ul style="list-style-type: none"> <li>a. Existing material viable for solution</li> <li>b. Existing material needs updates</li> <li>c. Existing material is redundant (overlap)</li> <li>d. Existing material is stale, no longer of business value (remove)</li> <li>e. New material is needed (gap)</li> </ul>	Material (data) becomes a high-level focus and any gaps, overlaps or alterations will reflect immediately to other systems/solutions that will feel the ripple. This will help prevent changes that are not vetted with all interested and impacted parties and tested thoroughly before deploying and causing damage to the data integrity and the Business reputation.



Advantage	Enables
13. Business realizes a broad scope of relationships between processes and materials.	Grouping of processes and data and their support systems occurs, as needed by the solution, into initiatives.
14. Business realizes the groups of people and the roles impacted or involved in the solution.	Training for the roles as needed, accurate inclusion of all areas of the business needed to successfully deploy the solution and support it operationally.
15. Business may identify new roles or changes to existing roles to meet the demand of the solution	Training for new or altered roles to meet the demand, or acquire the needed skill-set through transfers or hiring.
16. Business clearly sees the sites or locations impacted or involved, via the relationship to involved Systems and roles.	Identify each solution site, their fail-over/ mirror sites, or their app/ data hosting sites, and contacts for each within the roles involved.
17. Business more clearly sees the per-site roles, systems and unique processes.	Assumptions are avoided on global and in-country sites. Identify their specific needs per the solution, such as language specific interfaces, references, and support channels.
18. Business realizes the dynamic nature of the architecture a. by nature cyclic, iterative, “evergreen” b. by seizing market opportunities because of flexibility	A definitive basis is set for iterative, prioritized development  Traceable descriptions of architectural elements enable IT to react quickly to design and deploy with confidence.
19. Business experiences the evolution of the architecture a. Naturally evergreen b. Additional enterprise “slices” of the business contribute c. Additional projects introducing or altering solutions across slices contribute	Communication across Business to IT, and Business to Partners and Customers is naturally improved, as smaller, prioritized focus items deploy, their utility and acceptance measured, etc.  Business becomes a natural partner with IT External parties are closely engaged.
20. Business realizes faster designs as Architecture becomes robust.	Successive iterations through additional projects and ‘slices’ of the business build up the robustness of the architecture, increasing its reference value as iterations continue. This trends future projects to lessening architecture work and faster time-to-market.
21. Business realizes greater performance as they assign top Personnel to highest priority efforts.	Multiple paths on IT Roadmaps enable top people to work on a variety of priority, high-impact, visible projects for each iteration



Advantage	Enables
	window, which will almost always have additional room for additional projects of lower priority, but nonetheless important projects, relating enterprise resources available and schedules.
22. Business adjusts initiatives to reflect experts' experience and non-documented knowledge.	Not all knowledge in the business areas of focus is available in written form, where it can be harvested. Initial initiatives are suggestions and will be analyzed and adjusted to properly reflect the known world of the experts.
23. Business develops a single-source reference Glossary for Business Material (data) and Process definitions.	A consistent sources of accepted definitions for both Business and IT designers remove ambiguity from definitions of business Materials (data, things), Processes (actions), Roles, Locations, Events, and the ever-popular Acronyms.

