

A man in a dark suit stands on a ledge, looking out over a cityscape. The background shows a dense urban area with a river and a bridge, under a cloudy sky.

Alignez vos besoins aux stratégies de votre entreprise en utilisant une architecture d'affaires

IIBA® Région de Québec

2016-03-23

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Zéro

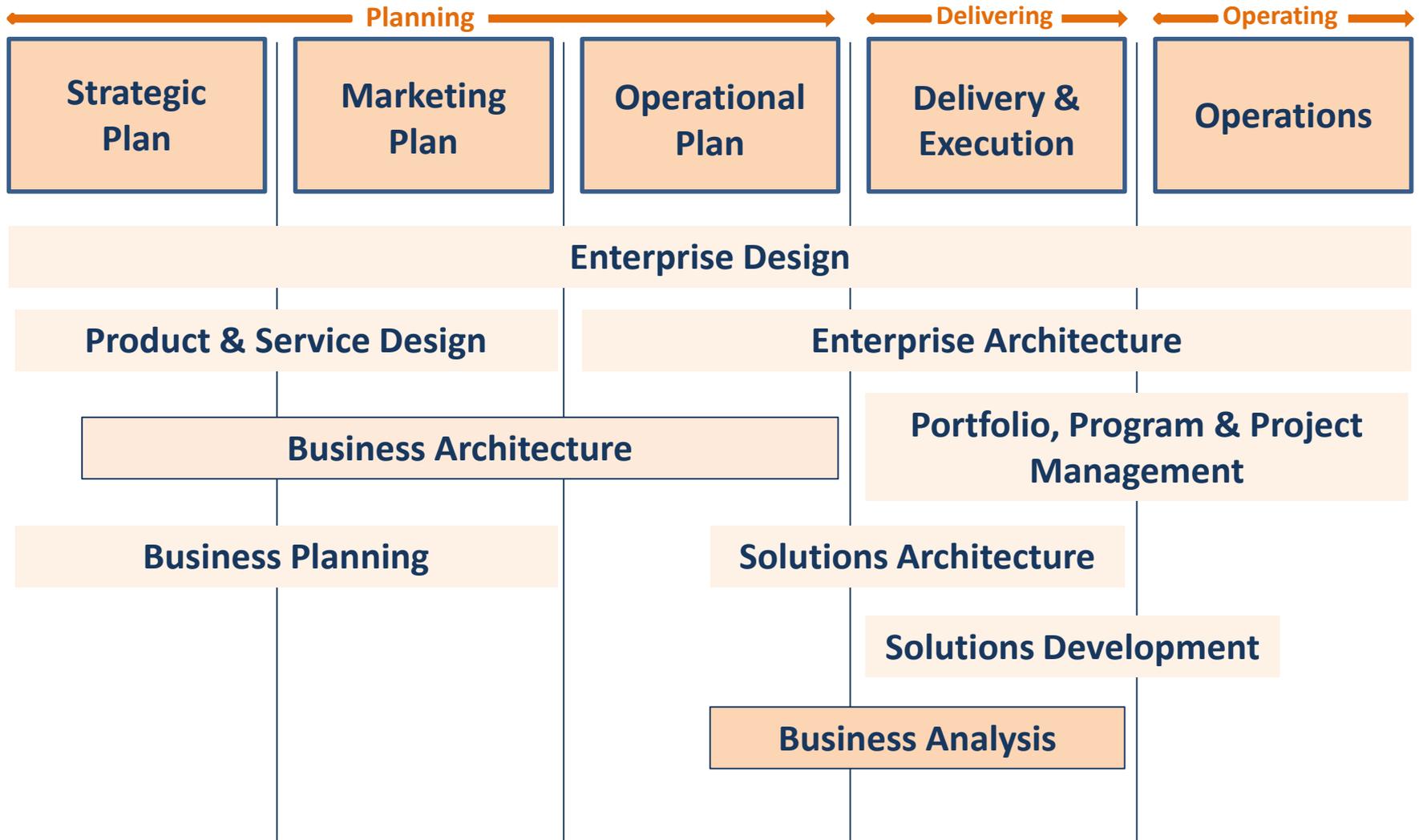
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Section 1

La place des analystes d'affaires dans l'entreprise

La place traditionnel des analystes d'affaires dans le design d'une entreprise



Source: Driving your BA Career - From Business Analyst to Business Architect by Craig Martin; Sept. 30 2014 on pageShare; page 17

Avec l'architecture d'affaires, les analystes d'affaires peuvent étendre leurs champs d'action

COMMENTS

Duane Banks  2015-03-17 15:27



+2

Dan, love the model in Figure 2. I think, though, you under-value Enterprise Architecture, which oversees all architecture roles—business, solution, information, application, etc.

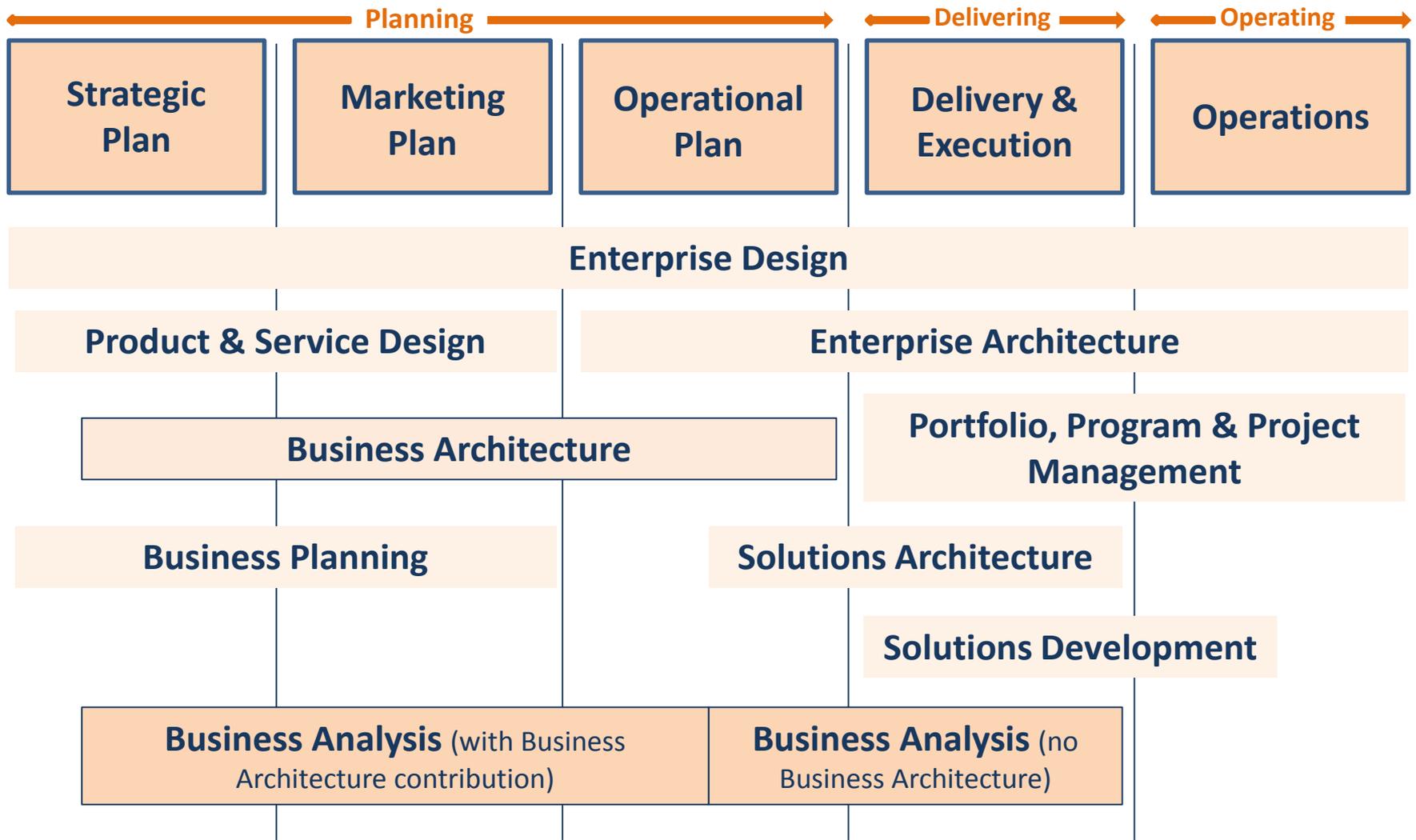
Also, many BAs (self included) would argue that business analysis should have full participation during Operational Planning, not partial participation as you depicted.

Many BAs (NOT self included) would argue that business analysis should participate during the Strategic Planning. But then, these folks don't really differentiate business architecture and business analysis. They see the former as a senior level subset of the latter. Though the general skill-set is very similar, the differentiator between the two (as I see it) is their customer. The business architect's customer is executive leadership. The business analyst customer is non-executive leadership. As such, the business architect informs C-levels (who define strategy) and defines business functions per that strategy. The business analyst ensures alignment of business functions, capabilities, and processes with business strategy.

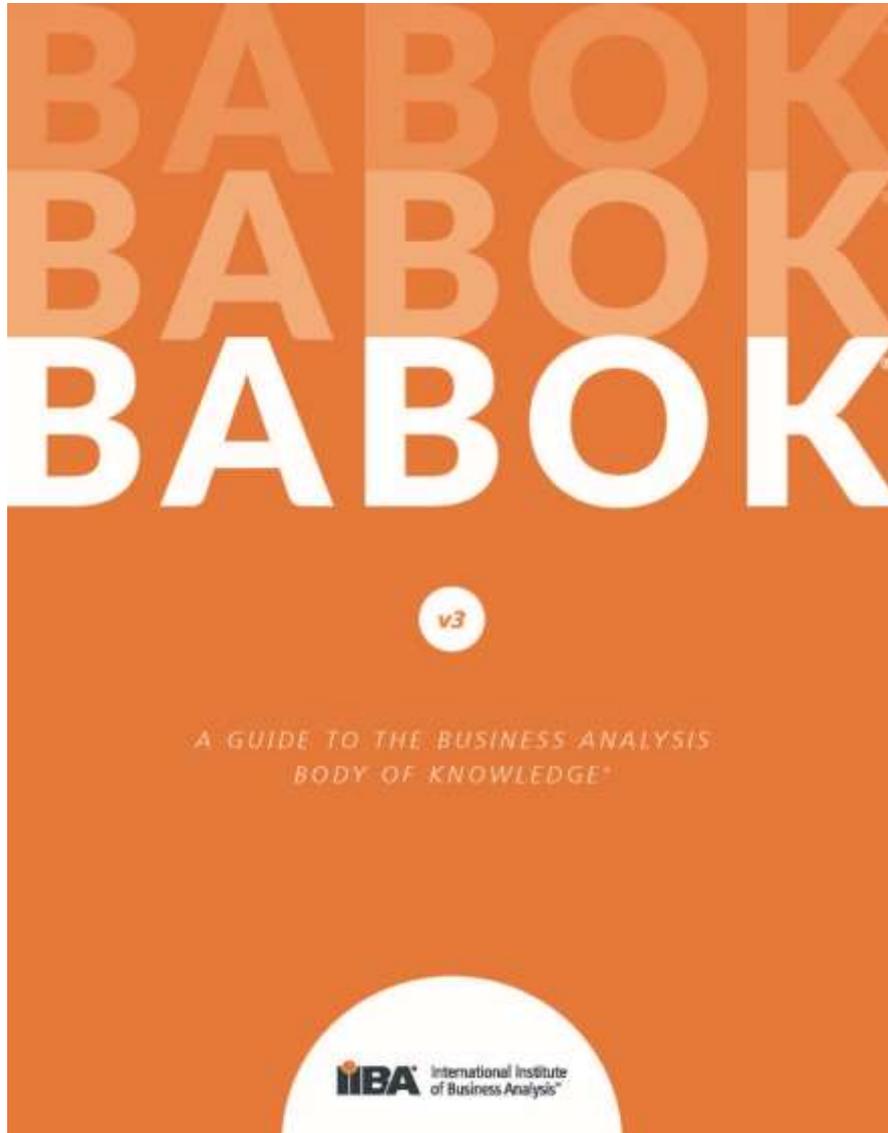
[Reply](#) | [Reply with quote](#) | [Quote](#)

Comments of [Duane Banks](#), Business Analyst at United regarding the article entitled [Business Analysts and Business Architecture](#) in BA Times on March 16, 2015.

La place des analystes d'affaires grâce à l'architecture d'affaires



BABOK® v3 et l'architecture d'affaires



- Business Architecture: 1 of 5 new perspectives, that also includes Agile, BI, IT and BPM
- In the Business Architecture perspective, reference models are listed instead of methodologies or approaches.
- No part of the current state should be assessed in complete isolation from the rest.
- The elements of any future state must effectively support one another and all contribute to meeting the business goals and objectives.

Section 2

Introduction à l'architecture d'affaires

Incongruités dans les organisations de nos jours

- 66% des organisations en RH et TI élaborent des plans stratégiques qui ne sont pas liés à la stratégie de l'organisation
- 95% des employés dans la plupart des organisations ne comprennent pas la stratégie de leur organisation
- Seulement 25% à 30% des initiatives de transformation d'affaires ont du succès à long terme



Sources: the first 2 bullets are derived from [The Strategy-to-Execution Process: A Critical Component of Transient Competitive Advantage](#) in the European Business Review on November 7, 2013 and the last bullet is derived from various additional studies made by [Towers Watson](#), [Harvard Business Review](#), and [McKinsey & Co.](#)

Incongruité entre les TI et les utilisateurs

Comment les utilisateurs perçoivent les employés de TI



Comment les employés de TI perçoivent les utilisateurs



Sources: <http://image-store.pagesharecdn.com/3b0f9b75-76aa-4898-91e9-11fddf6c4911-large.jpeg>.

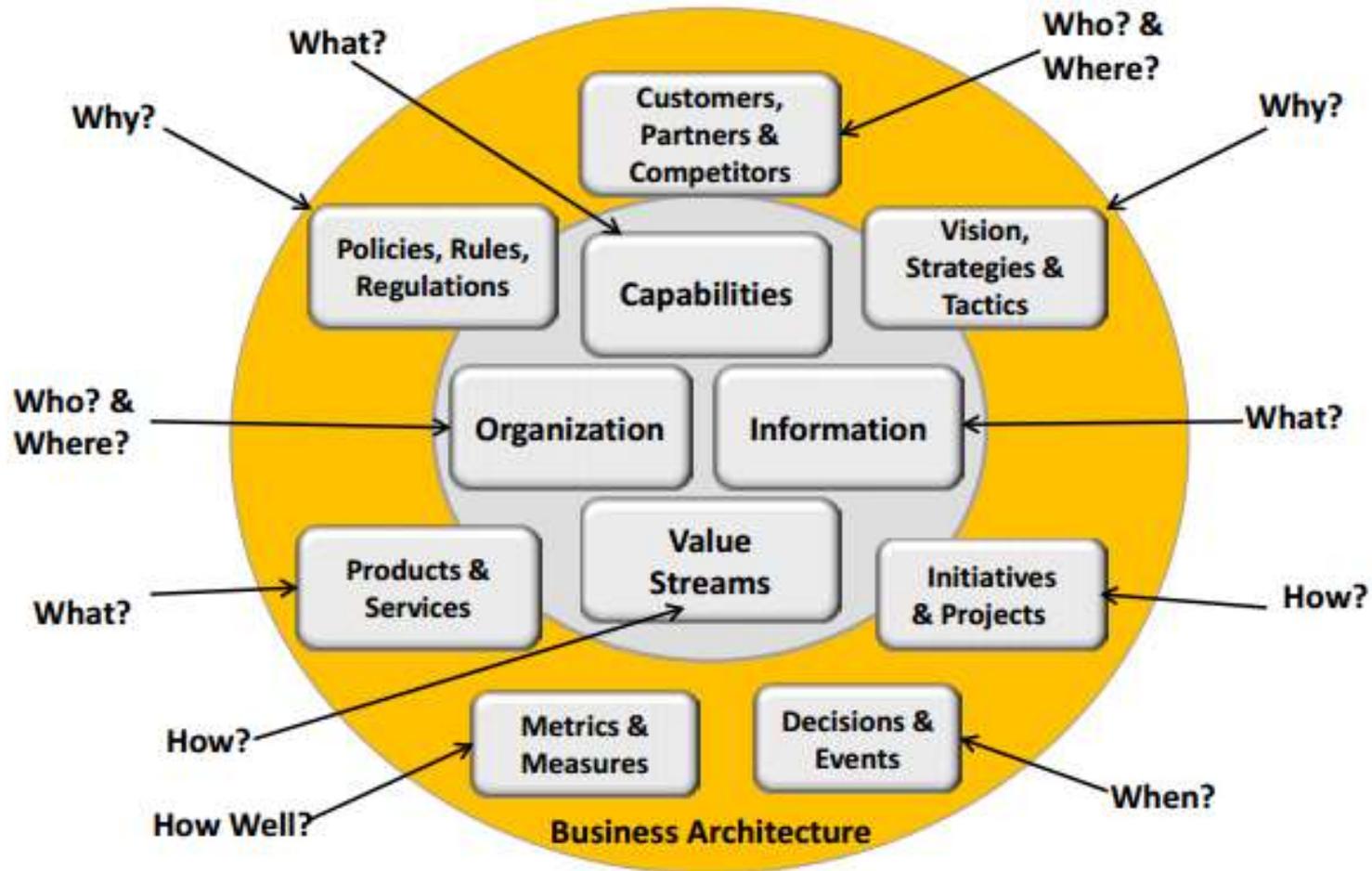
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Benchmark Consulting
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Définition de l'architecture d'affaires

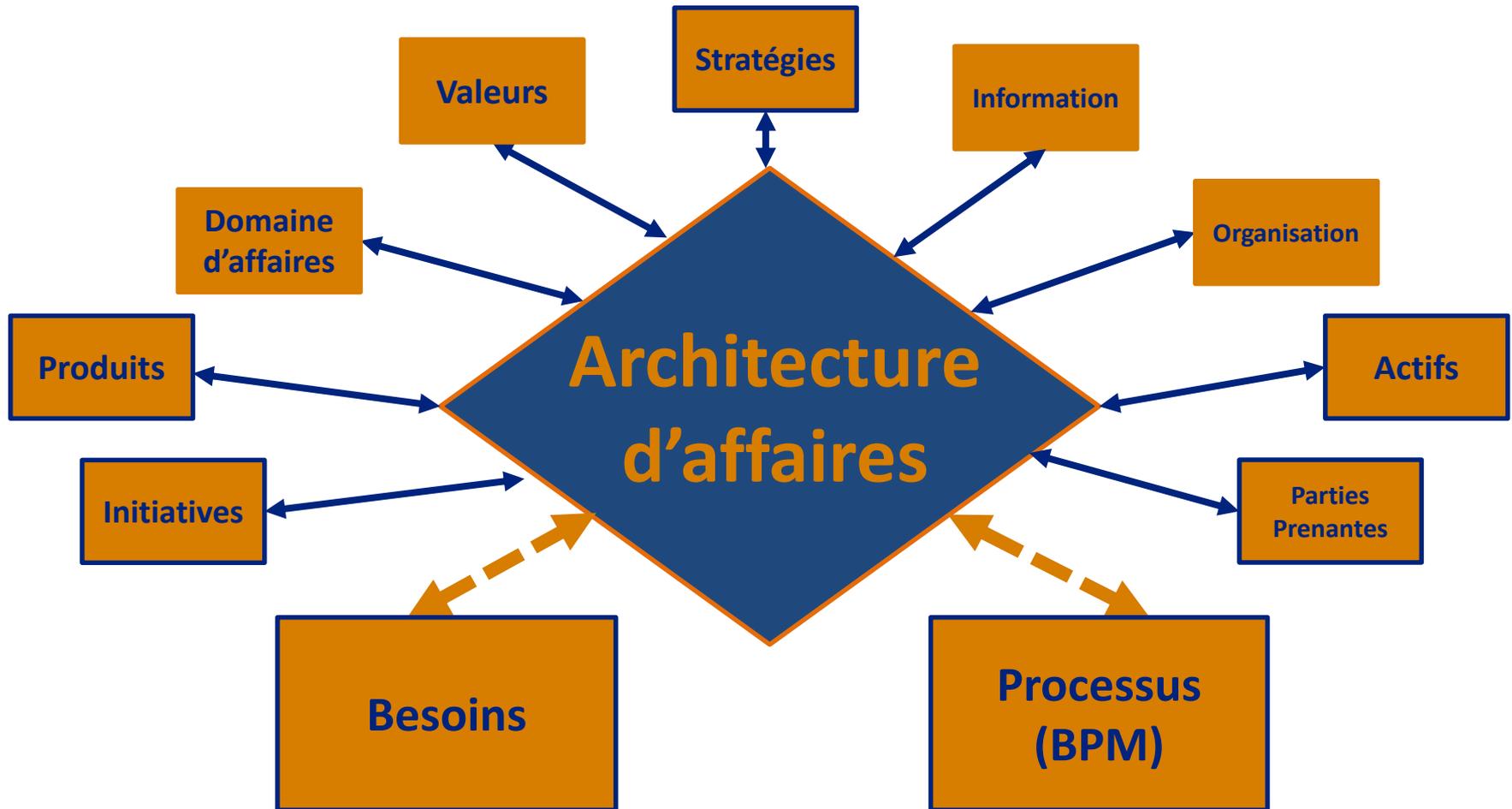
L'architecture d'affaires est définie comme étant “un modèle de l'entreprise apportant une compréhension commune de l'organisation et qui est utilisée pour aligner les objectifs stratégiques et les demandes tactiques.”

- BIZBOK® Guide, page 1

Le modèle d'architecture d'affaires selon BIZBOK®



Autre représentation du modèle d'architecture d'affaires



Source: Figure 1 in the article entitled "Increase your Transformation Success Rate with Business Architecture" in LinkedIn on April 21, 2015.

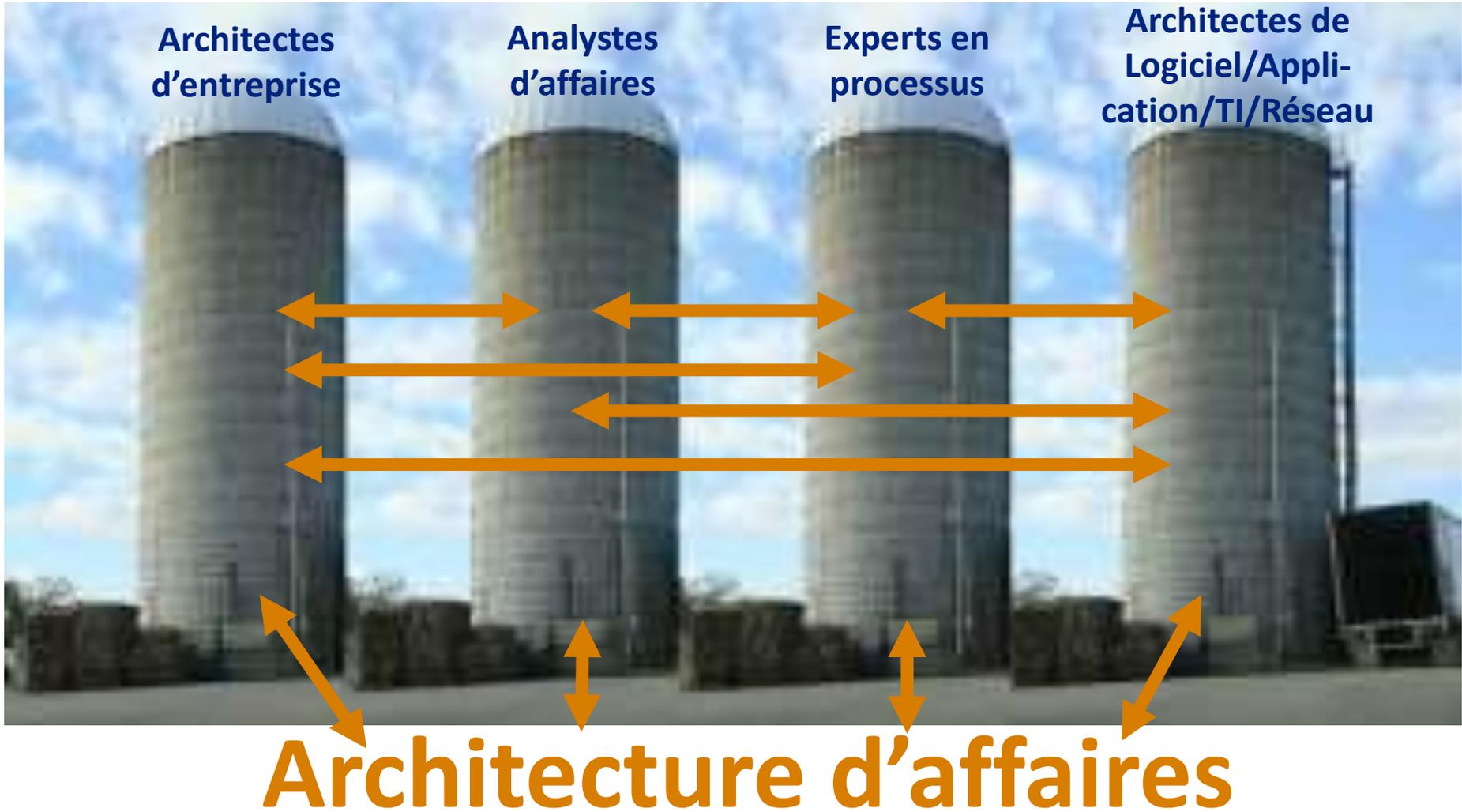
Architecture d'affaires élimine les silos dans l'organisation



Source: figure in the article entitled "[Beware the Business Silos! Fun Cartoons, Plus Helpful Solutions](#)" in Tibbr on March 9, 2012

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Architecture d'affaires élimine les silos en TI



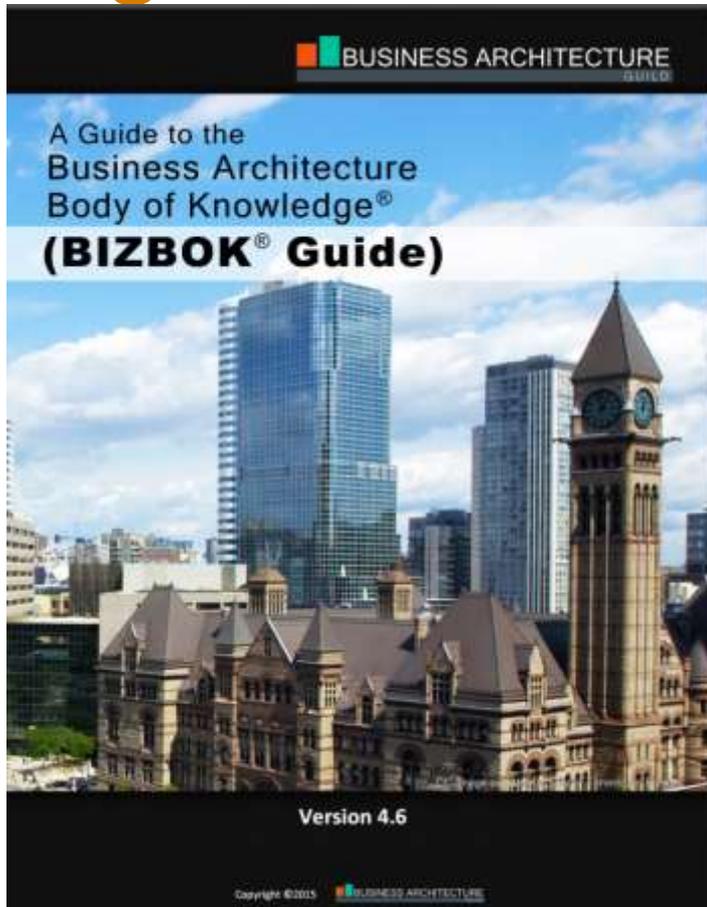
Section 3

La Guilde d'architecture d'affaires

The Business Architecture Guild is a professional association, which offers exclusive content to its members like the following:

- the *Business Architecture Body of Knowledge*[®] (BIZBOK[®]) Guide,
- a certification program, called Certified Business Architect (CBA)[®]
- Reference Models available in Q2 2016 (finance, healthcare and manufacturing)
- newsletters
- webinars

Le guide BIZBOK® implique plusieurs auteurs



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Les besoins et le guide BIZBOK®

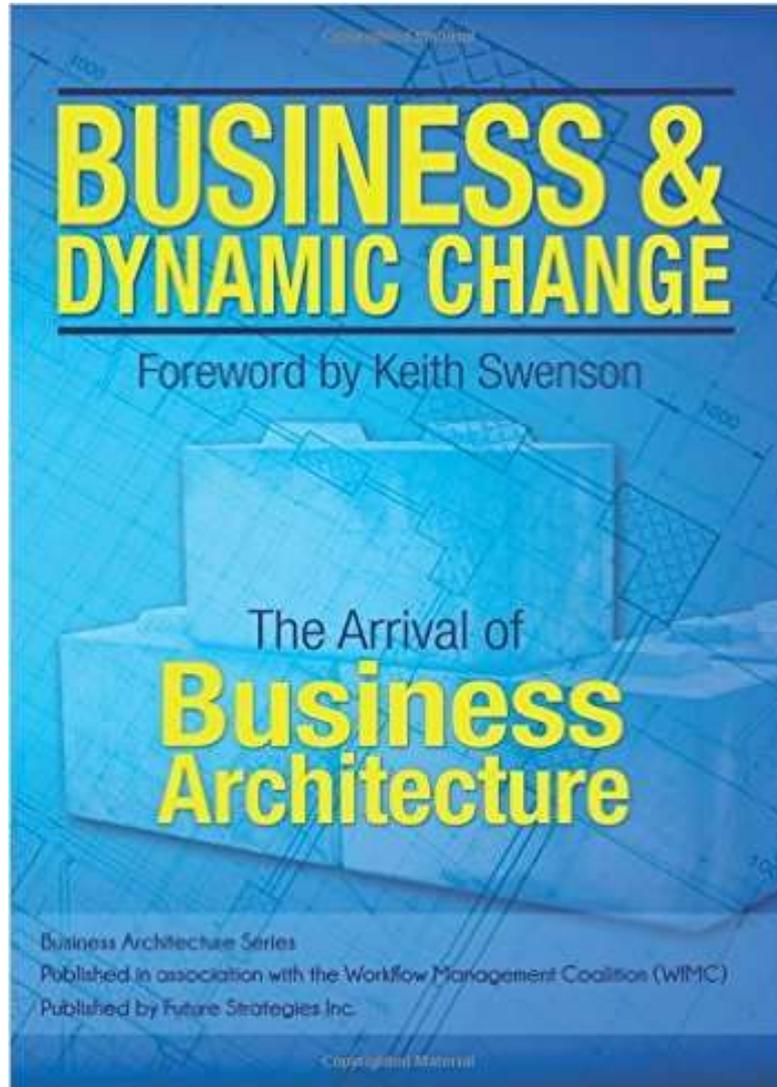
Business Architecture and Requirements Alignment

- Why Business Architecture and Requirements Alignment?
- Principle of Business Architecture and Requirements Alignment
- Requirements Alignment with:
 - Capabilities
 - Information
 - Value Streams
 - Organization
 - Initiatives
 - Assets
 - Products
 - Processes
 - Stakeholders
- Validation Guidelines

Section 4

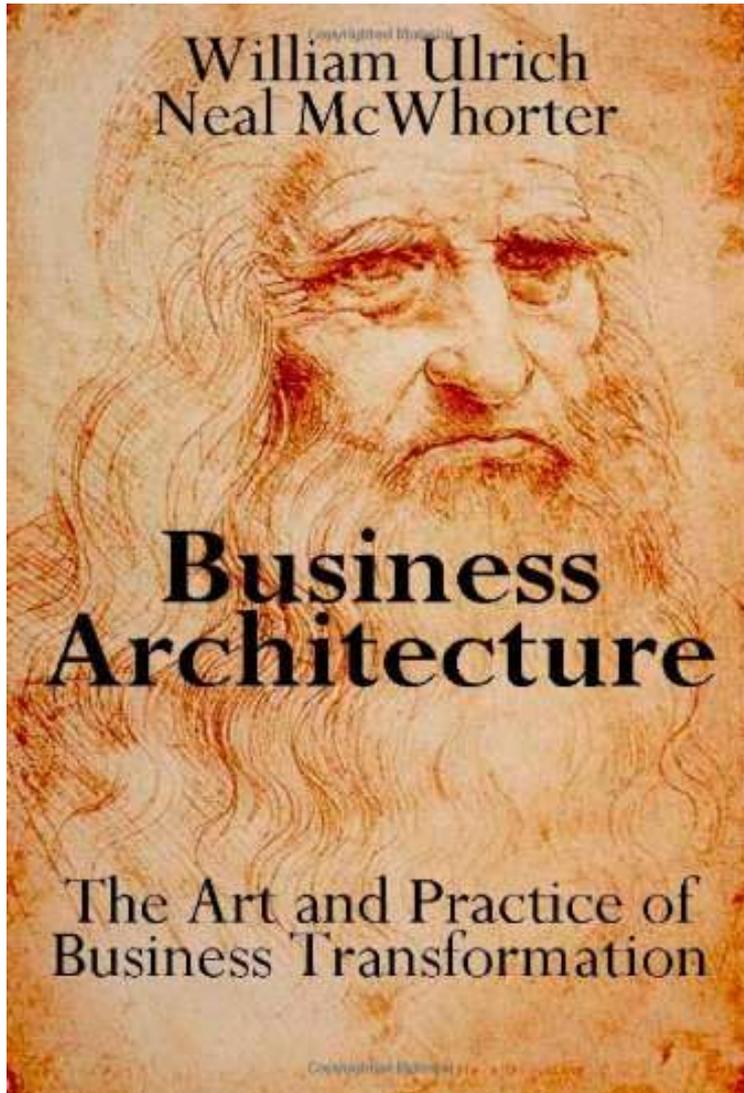
Livres sur l'architecture d'affaires

Business & Dynamic Change: The Arrival of Business Architecture



- Écrit par:
 - Frank F Kowalkowski
 - Gil Laware
 - William Ulrich
 - Dr Michael Poulin
 - Michael S Connor
 - Keith D Swenson (Foreword)
- Publié le 3 juin, 2015
- 226 pages

Business Architecture: The Art and Practice of Business Transformation



- Écrit par:
 - William Ulrich
 - Neal McWhorter
- Publié le 31 Octobre, 2010

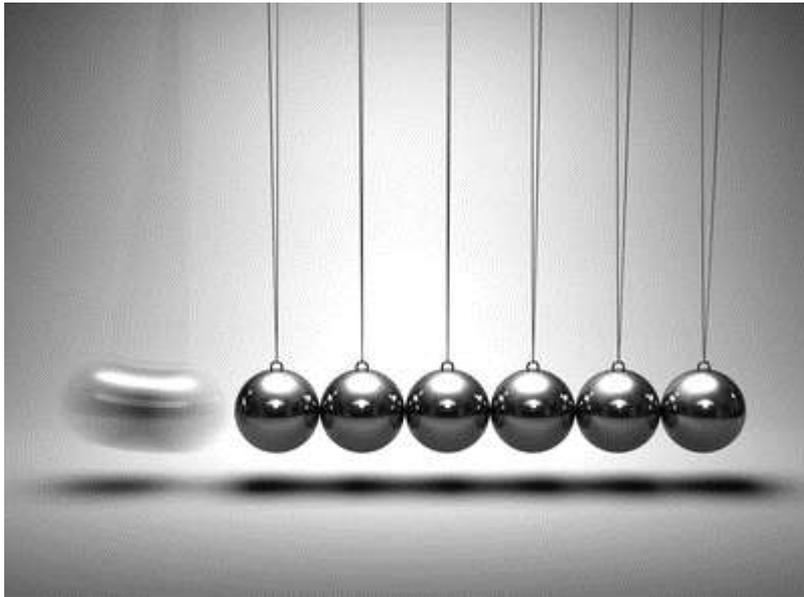
Articles sur l'architecture d'affaires

- [Combining Agile Methodologies and Business Architecture](#) in BATimes
- [Align your Requirements to Corporate Strategies Using Business Architecture](#) in BATimes
- [Business Analysts and Business Architecture](#) in BATimes
- [Migrating Legacy Applications to the Cloud Using Business Architecture](#) on LinkedIn Pulse
- [Why Bother with Standards in Business Architecture?](#) on LinkedIn Pulse
- [Business Architecture in a Merger & Acquisition Context](#) on LinkedIn Pulse
- [Business Architecture in the Enterprise Design Space](#) on LinkedIn Pulse
- [Increase your Transformation Success Rate with Business Architecture](#) on LinkedIn Pulse
- [From Business Strategies to Successful "IT" Execution](#) on LinkedIn Pulse

Section 5

À quoi sert l'architecture d'affaires?

À quoi sert l'architecture d'affaires?



- 1. Business Architecture helps to focus and align corporate strategies to all its business units down and across the entire organization**

À quoi sert l'architecture d'affaires?

**2. Business
Architecture
improves decision
making by
lowering risk**



À quoi sert l'architecture d'affaires?



3. Business Architecture increases **employee engagement** by setting proper boundaries, making it safe and productive for employees to take independent actions and make them more autonomous

À quoi sert l'architecture d'affaires?

**4. Business
Architecture
increases
operational
efficiency**



À quoi sert l'architecture d'affaires?



5. Business Architecture makes it possible to increase your agility in both your business and IT execution

Section 6

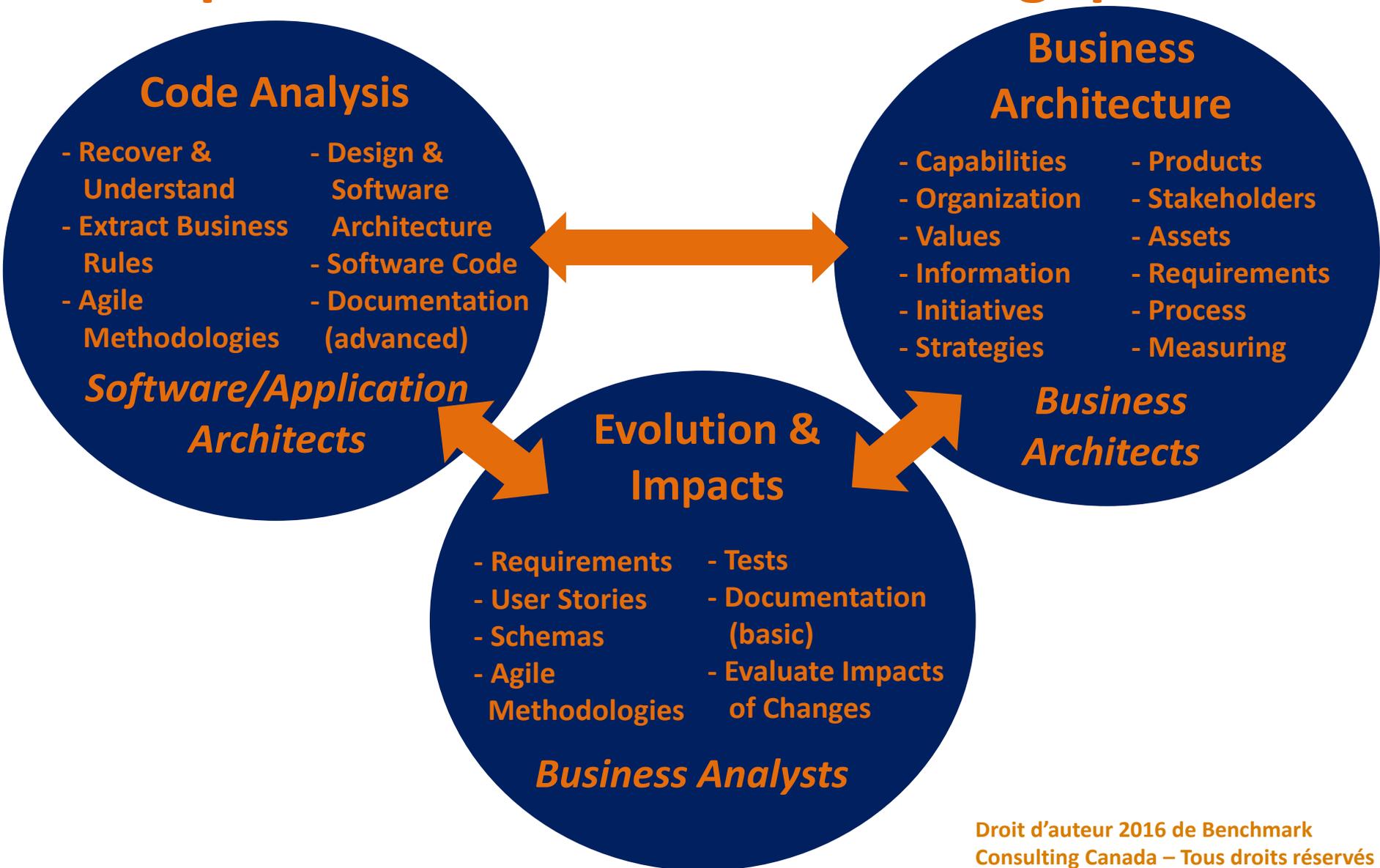
**Quand se sert-on de
l'architecture d'affaires?**

Quand se sert-on de l'architecture d'affaires?

1. Migration d'applications patrimoniales vers l'infonuagique

```
File Edit Edit_Settings Menu Utilities Compilers Test Help
EDIT          DTS0.T520H20.D356BE19.T6CD63FD.FTB          Columns 00001 00072
Command ==>                                         Scroll ==> CSR
014050 017750*  ROTINA DE APOIO PARA CALCULO DE DIGITO MODULO 10 *
014060 017760*****
014070 017780 620-MODULO10.
014080 017790*
014090 017800      COMPUTE AP22-TOTMOD10 = AP22-MODUL10 * 2
014100 017810      IF AP22-TOTMOD10 GREATER THAN 9
014110 017820          MOVE AP22-TOTMOD10 TO AP22-SOMADIG10
014120 017830          COMPUTE AP22-TOTMOD10 = AP22-SOMADIG1 + AP22-SOMADIG2.
014130 017840
014140 017850      COMPUTE AP22-TOTMOD9 = AP22-MODUL9 * 1
014150 017860      IF AP22-TOTMOD9 GREATER THAN 9
014160 017870          MOVE AP22-TOTMOD9 TO AP22-SOMADIG10
014170 017880          COMPUTE AP22-TOTMOD9 = AP22-SOMADIG1 + AP22-SOMADIG2.
014180 017890
014190 017900      COMPUTE AP22-TOTMOD8 = AP22-MODUL8 * 2
014200 017910      IF AP22-TOTMOD8 GREATER THAN 9
014210 017920          MOVE AP22-TOTMOD8 TO AP22-SOMADIG10
014220 017930          COMPUTE AP22-TOTMOD8 = AP22-SOMADIG1 + AP22-SOMADIG2.
014230 017940
014240 017950      COMPUTE AP22-TOTMOD7 = AP22-MODUL7 * 1
014250 017960      IF AP22-TOTMOD7 GREATER THAN 9
014260 017970          MOVE AP22-TOTMOD7 TO AP22-SOMADIG10
014270 017980          COMPUTE AP22-TOTMOD7 = AP22-SOMADIG1 + AP22-SOMADIG2.
014280 017990
014290 018000      COMPUTE AP22-TOTMOD6 = AP22-MODUL6 * 2
014300 018010      IF AP22-TOTMOD6 GREATER THAN 9
F1=Help      F2=Split      F3=Exit      F5=Rfind      F6=Rchange      F7=Up
F8=Down      F9=Swap       F10=Left     F11=Right     F12=Cancel
```

Gestion de la Migration d'applications patrimoniales vers l'infonuagique



Quand se sert-on de l'architecture d'affaires?

2. Intégration de systèmes



Quand se sert-on de l'architecture d'affaires?

3. Amélioration de la mobilité des clients, des employés et des partenaires



Quand se sert-on de l'architecture d'affaires?



4. Fusion et acquisition

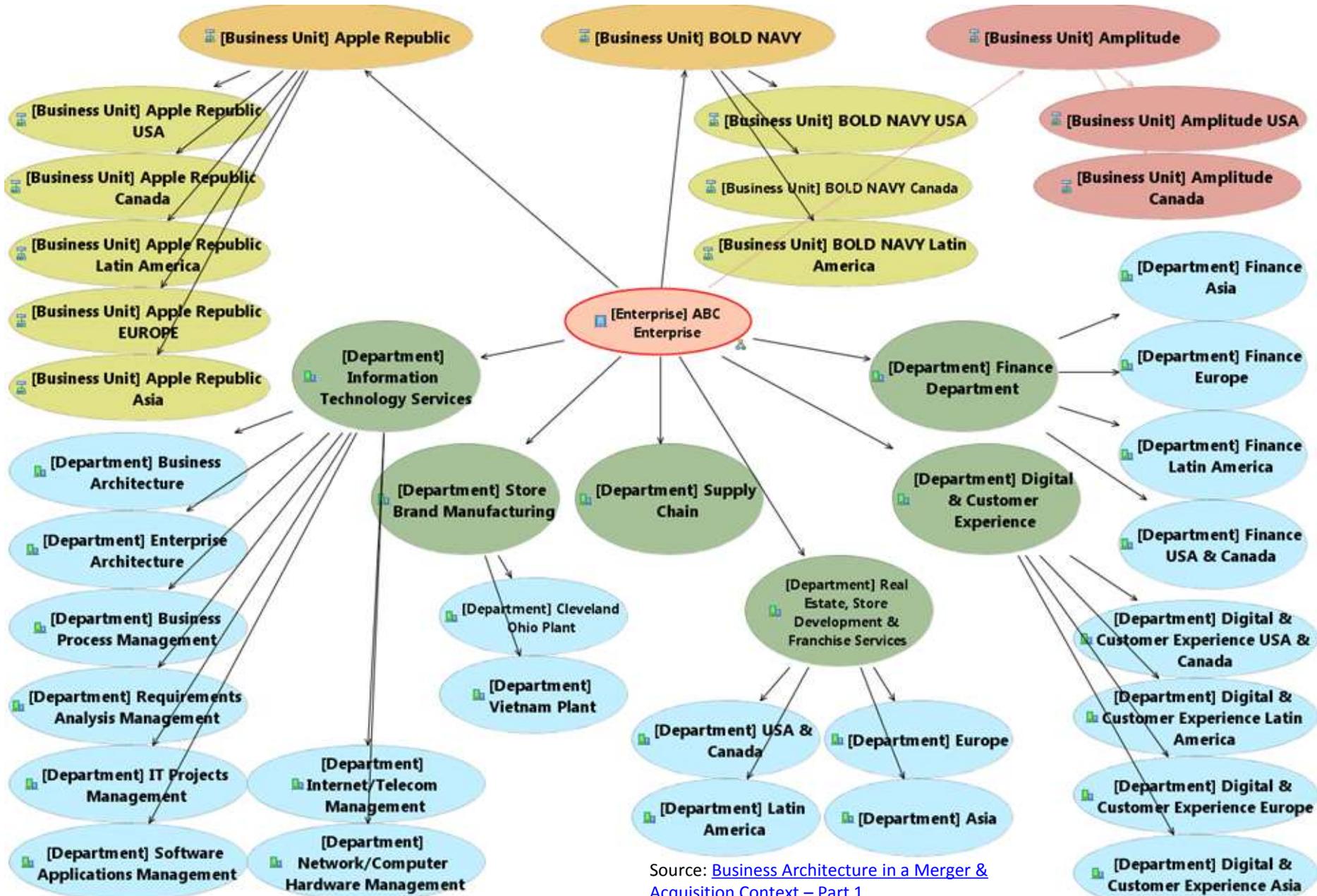
Autres raisons

5. **Analyses d'investissement**
6. **Offre d'un nouveau produit ou le déploiement d'un nouveau service**
7. **Globalisation**
8. **Gestion de la capacité et de la sous-traitance**
9. **Simplification de la chaîne d'approvisionnement**
10. **Conformité réglementaire**
11. **Joint-venture**
12. **Restructuration**
13. **Implantation d'une approche centrée sur le client**
14. **Désinvestissement**

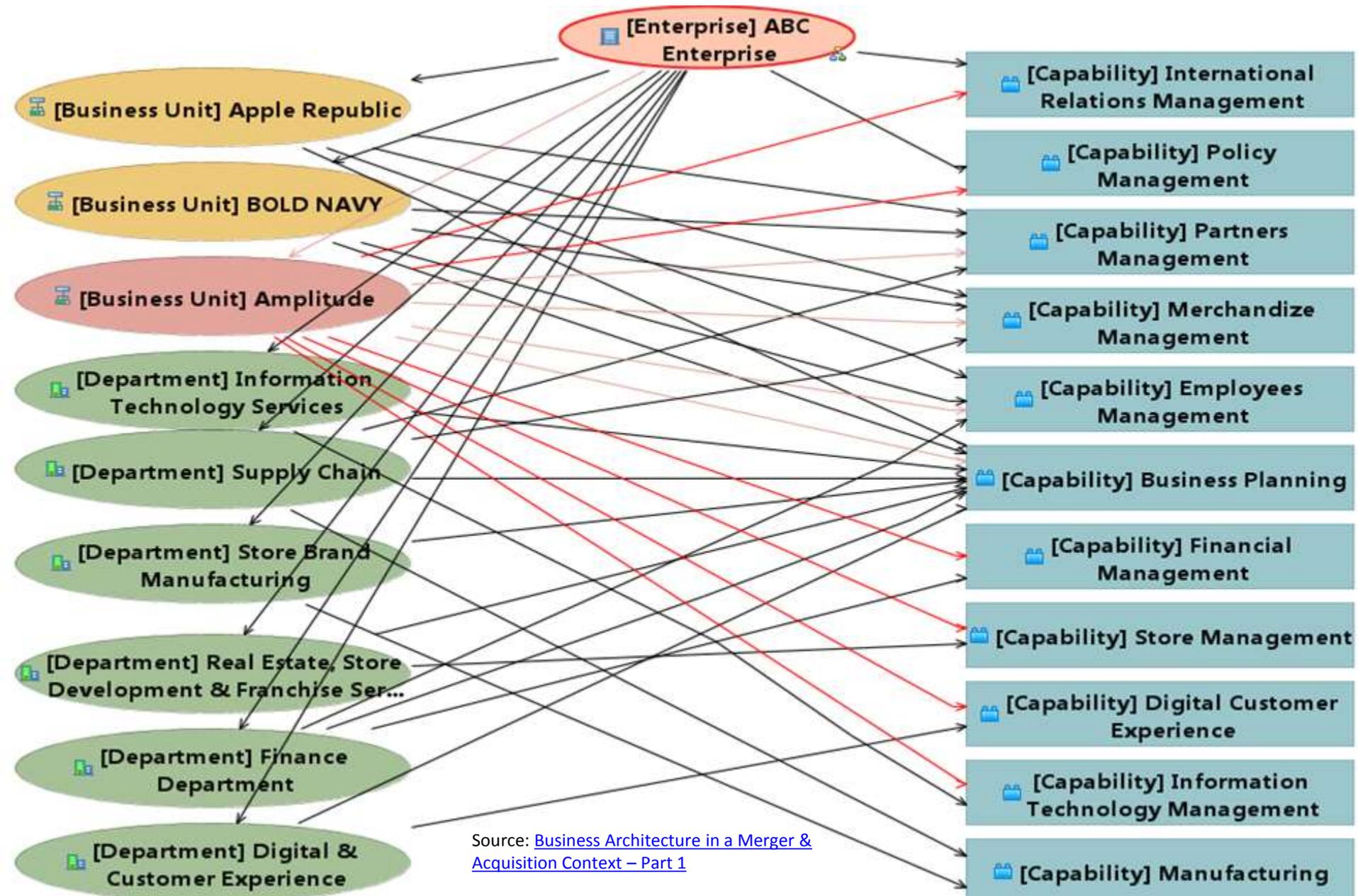
Section 7

Modélisation de l'organisation

Organigramme d'Apple Republic (niveau 1 et 2)



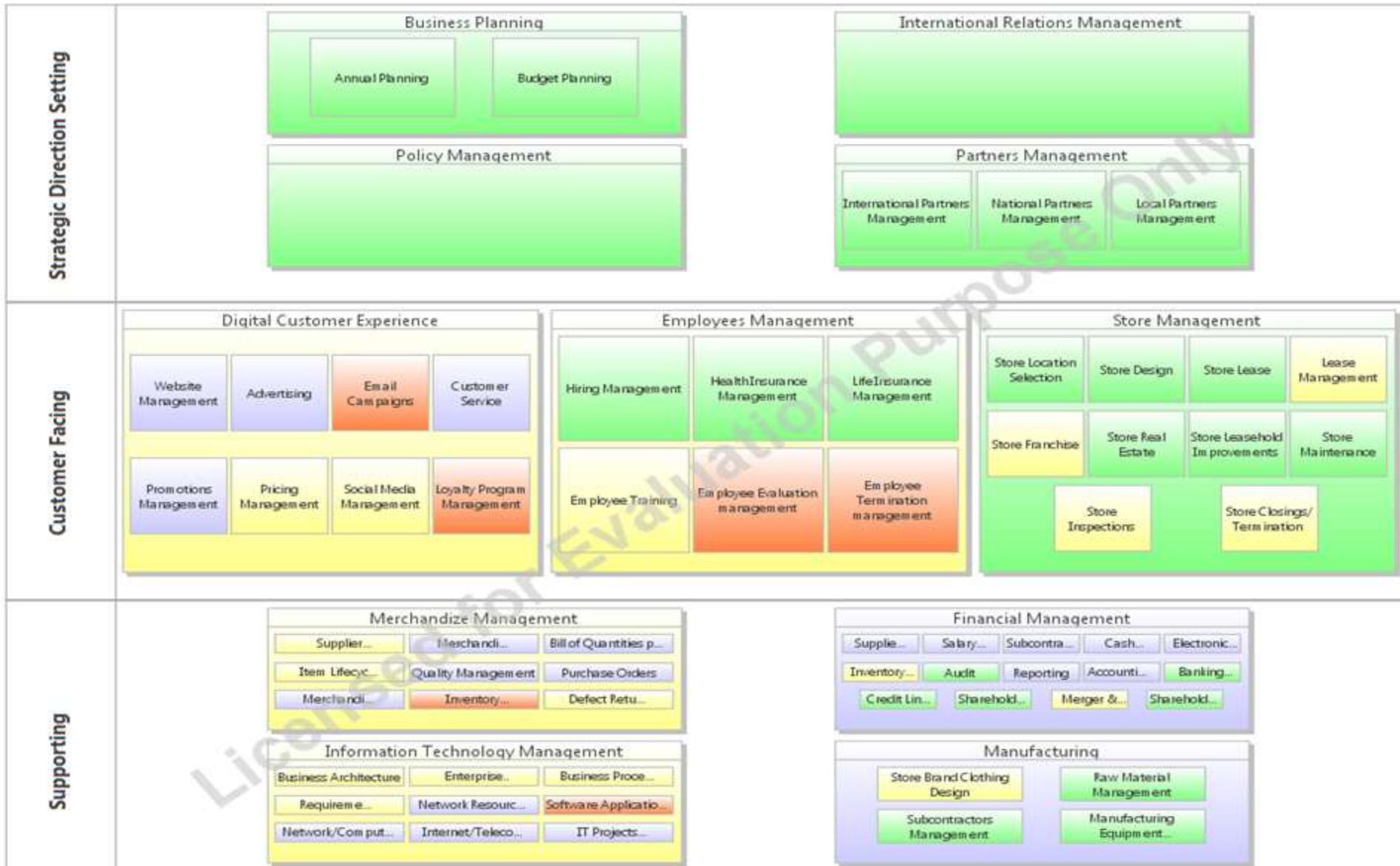
Organigramme lié à des domaines d'affaires (niveau 1 seulement)



Section 8

Modélisation des domaines d'affaires

Diagramme des domaines d'affaires détaillés (niveau 1 & 2)



Section 9

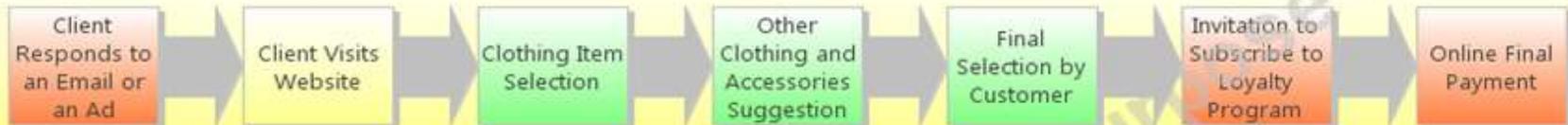
Modélisation des valeurs

Diagramme des chaînes de valeurs

1. Hybrid Clothing Purchase Online



2. Pure Online Purchase



3. In Store Purchase



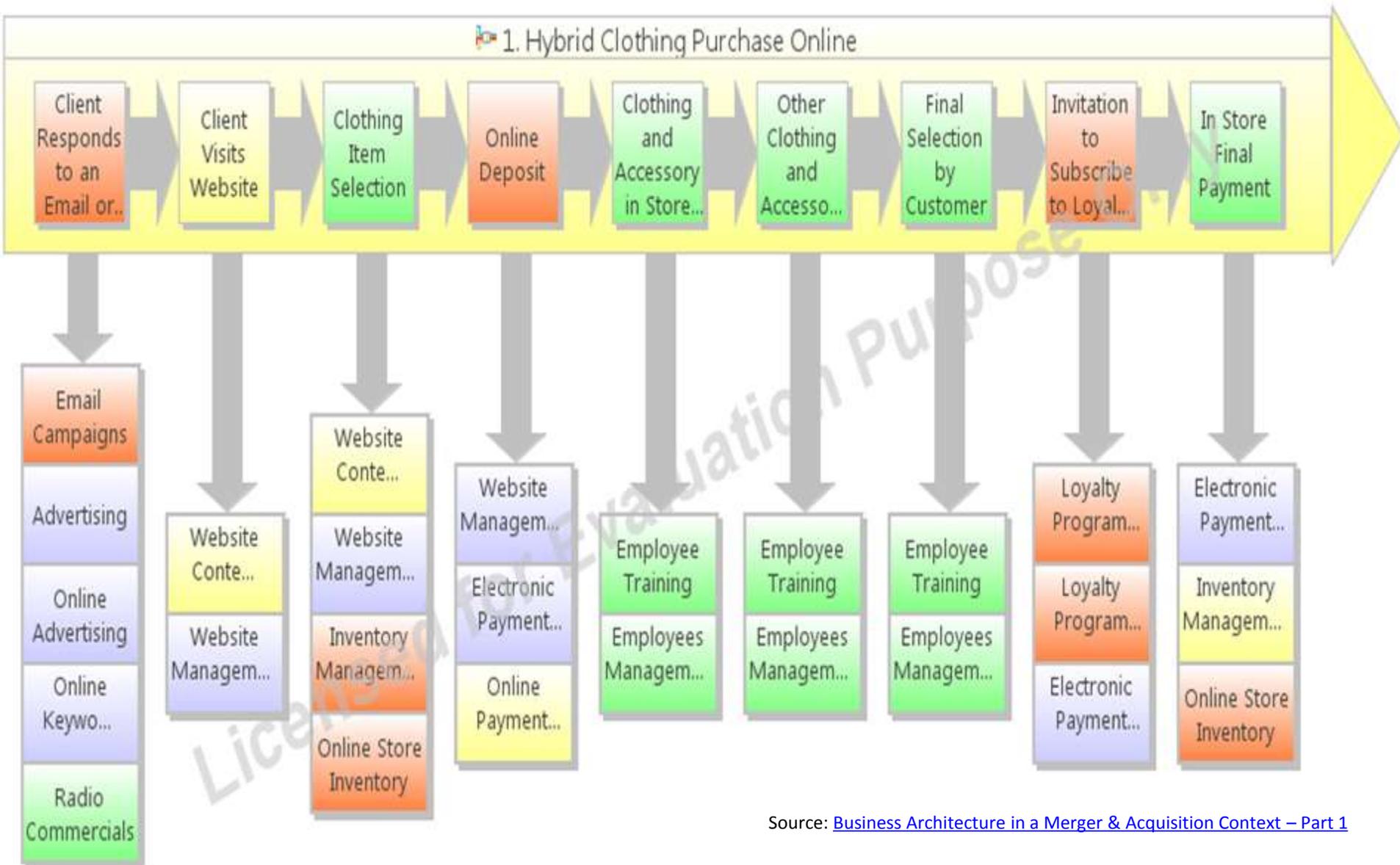
4. Loyalty Program In Store Purchase



5. Loyalty Program Online Purchase



Des chaînes de valeurs aux domaines d'affaires

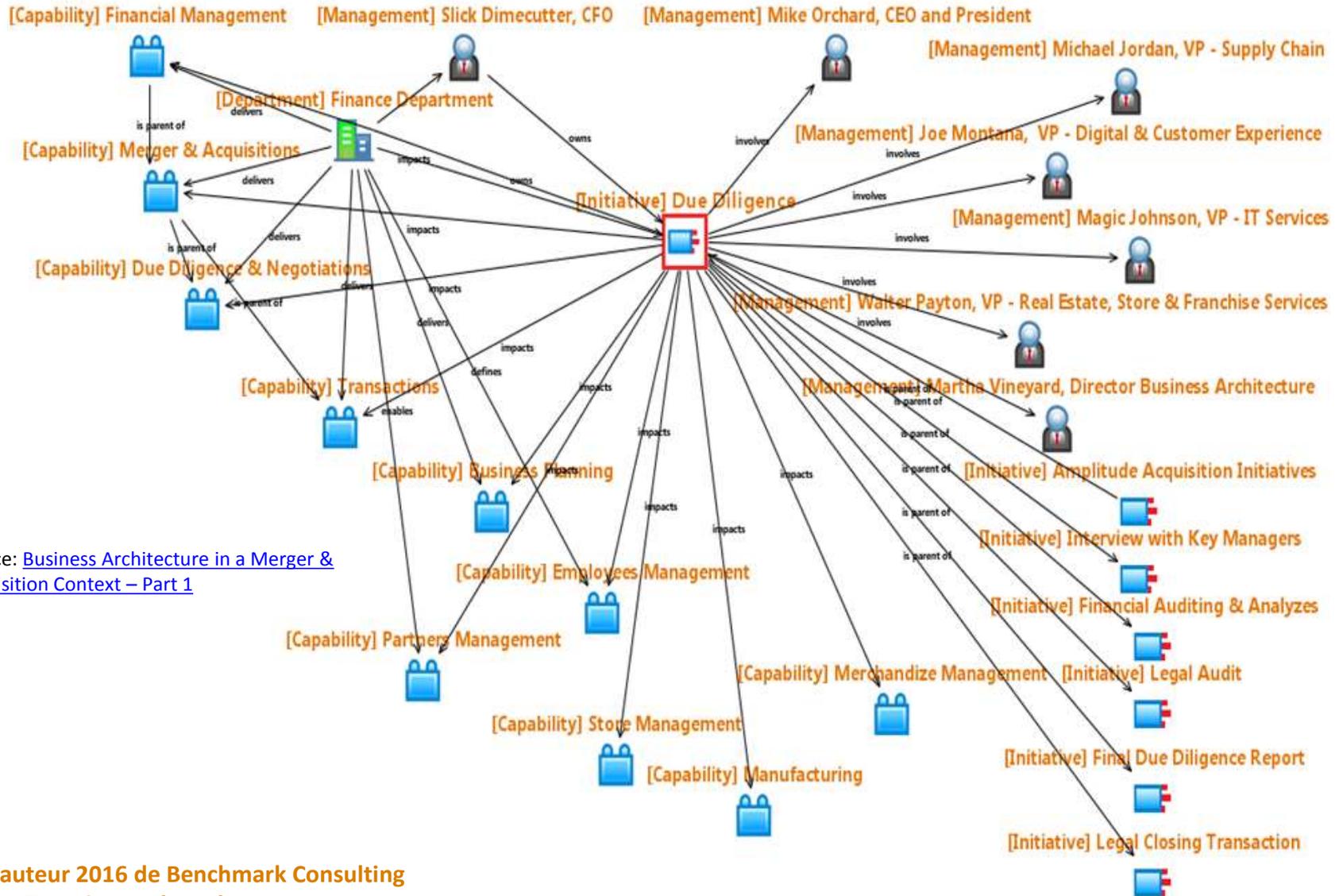


Section 10

Autres types de modélisation

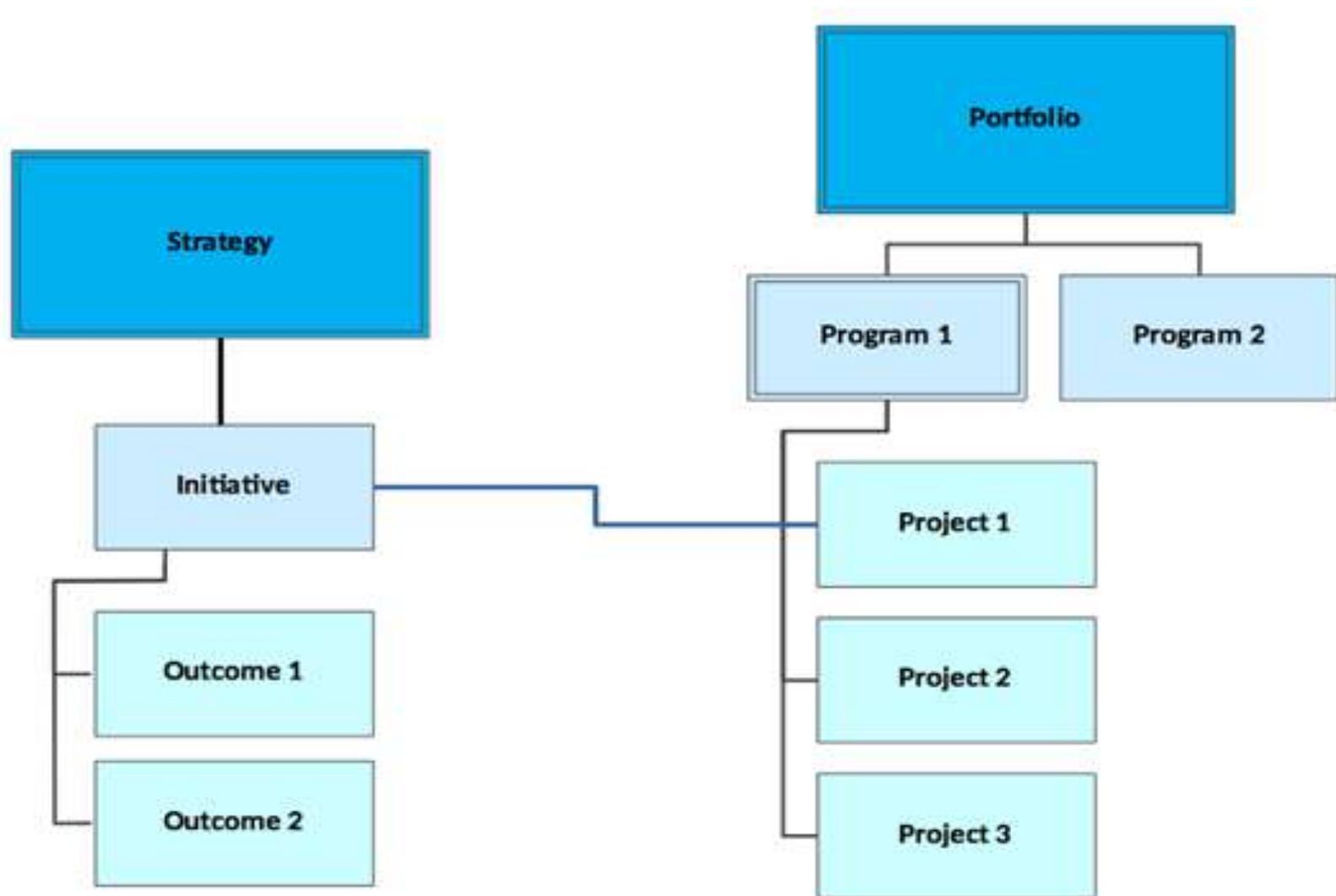
Diagrammes des Initiatives

Diagram 6 - Amplitude Acquisition - Due Diligence Initiative Relationships

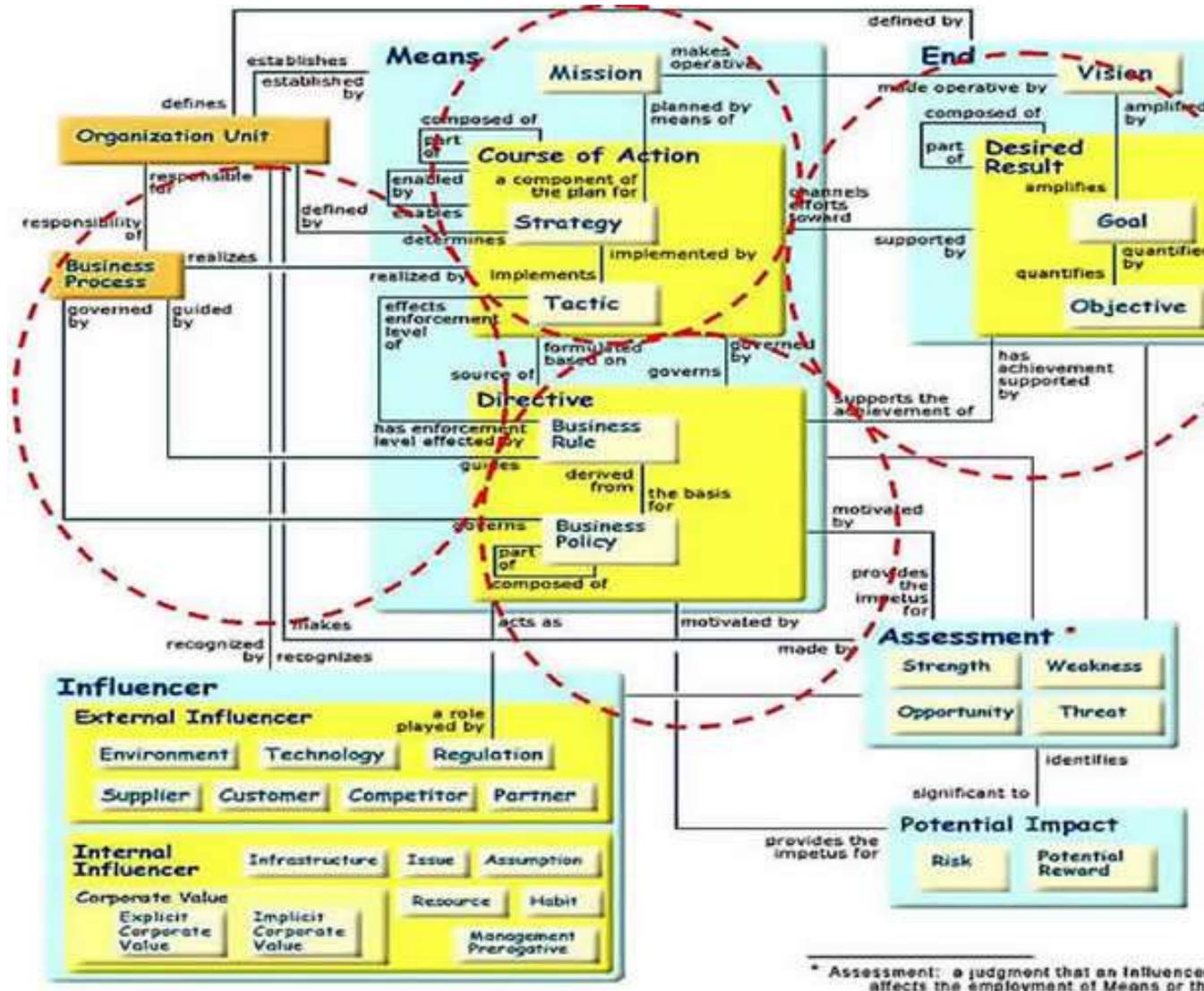


Source: [Business Architecture in a Merger & Acquisition Context – Part 1](#)

Diagrammes des initiatives



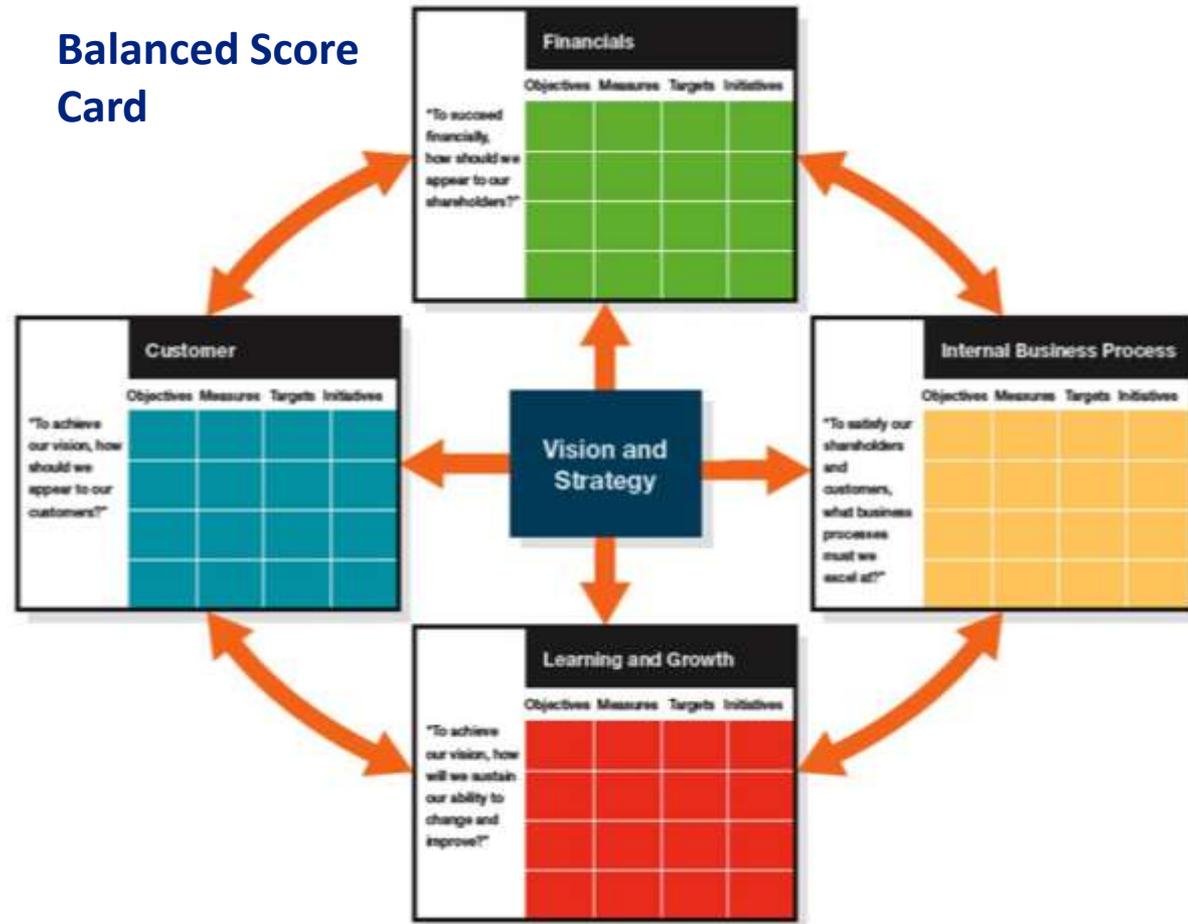
Modèle de motivation d'affaires



Autres méthodes de modélisation de stratégies: l'analyse SWOT & le tableau de bord équilibré



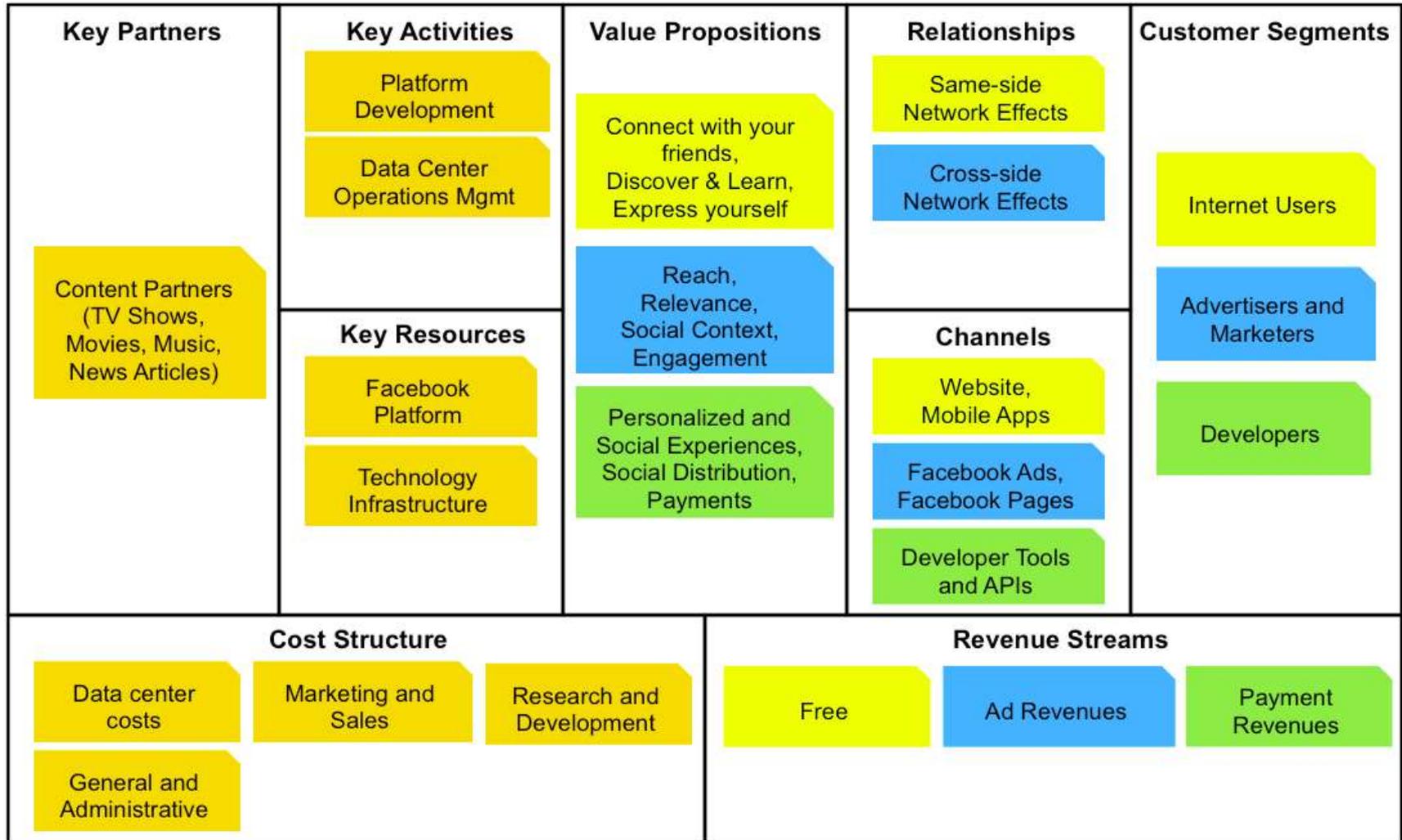
Source: <http://picgalaxy.net/swot-analysis/>



Source: <http://blog.bizzdesign.com/business-performance-management-balanced-scorecards-and-the-decision-model/>

Autre méthode de modélisation de stratégies: Business Model Canvas

Facebook – World's leading Social Networking Site (SNS)



www.businessmodelgeneration.com

Liaisons entre les concepts d'information et les domaines d'affaires

		D A T A F A C E T S																			
		Market	Segment	Buying	Servicing Strategy	Promotion	Public Relations	Communication	Product Need	Conceptual Product	Product Definition	Product Service	Product Catalogue	Product Support	Product Results	Distribution Channel	Distributor	Compensation	Distributor Management	Sales Campaign	Sales
Major Functions																					
Marketing																					
1.1	Research Markets		■																		
1.2	Develop Markets	U	■																		
1.3	Develop Buying Behaviour		U	■																	
1.4	Define Customer Service Strategy		U		■						U										
1.5	Manage Promotional Campaigns		U			■	U														
1.6	Manage Public Relations	U	U				■														
1.7	Manage Corporate Communication		U					■													
Product Development and Management																					
2.1	Assess Product Opportunity		U	U	U				■						U						
2.2	Engineer Products and Services Concepts								U	■											

Modélisation d'actifs & liaisons à d'autres modèles

The screenshot displays a software interface for enterprise architecture modeling. On the left, a tree view under 'Architectures' shows a hierarchy: '[Architecture] Current State' > 'Mappings' > '[Asset Mapping] Asset'. A context menu is open over the 'Asset' node, listing various asset types. Two callout boxes provide context: one points to the 'Mappings' folder, and another points to the 'Asset' menu item.

Liste de modélisations d'architecture d'affaires conforme à BIZBOK

- [Organizational Mapping] Organiz
- [Capability Mapping] Capability
- [Value Mapping] Value
- [Strategy Mapping] Motivation
- [Initiative Mapping] Initiative
- [Asset Mapping] Asset

Liste d'actifs conforme à TOGAF

- Asset
- Resource
- Fixed Asset
- Offering
- Data Asset
- Logical Data Component
- Physical Data Component
- Data Entity
- Application Asset
- Logical Application Component
- Physical Application Component
- Information System Service
- Technology Asset
- Logical Technology Component
- Physical Technology Component
- Network Component
- Building Block

Section 11

Modélisation des besoins

Utilisation de valeurs et de domaines d'affaires pour améliorer l'analyse des besoins

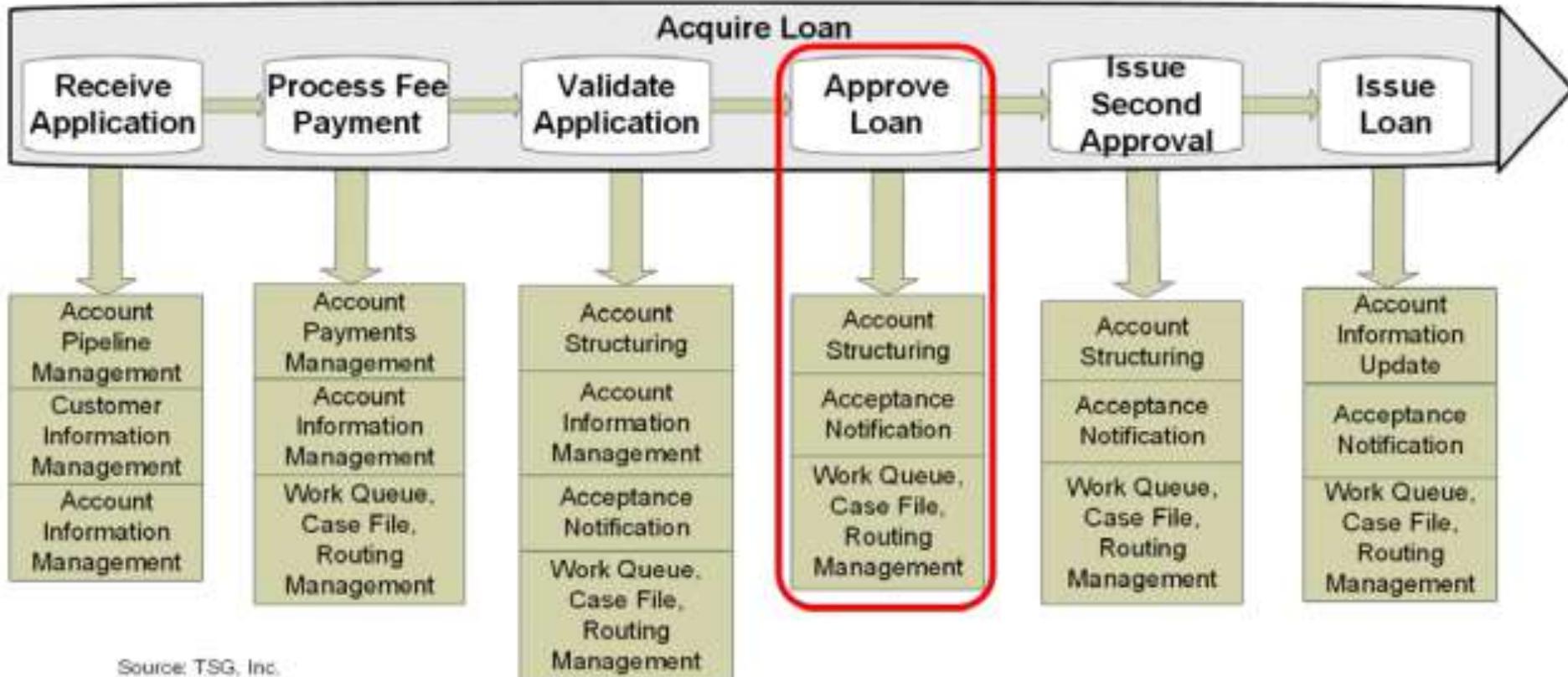


Figure 3.8.2 of the BIZBOK® Guide on page 330

Dériver des besoins d'affaires grâce à l'architecture d'affaires

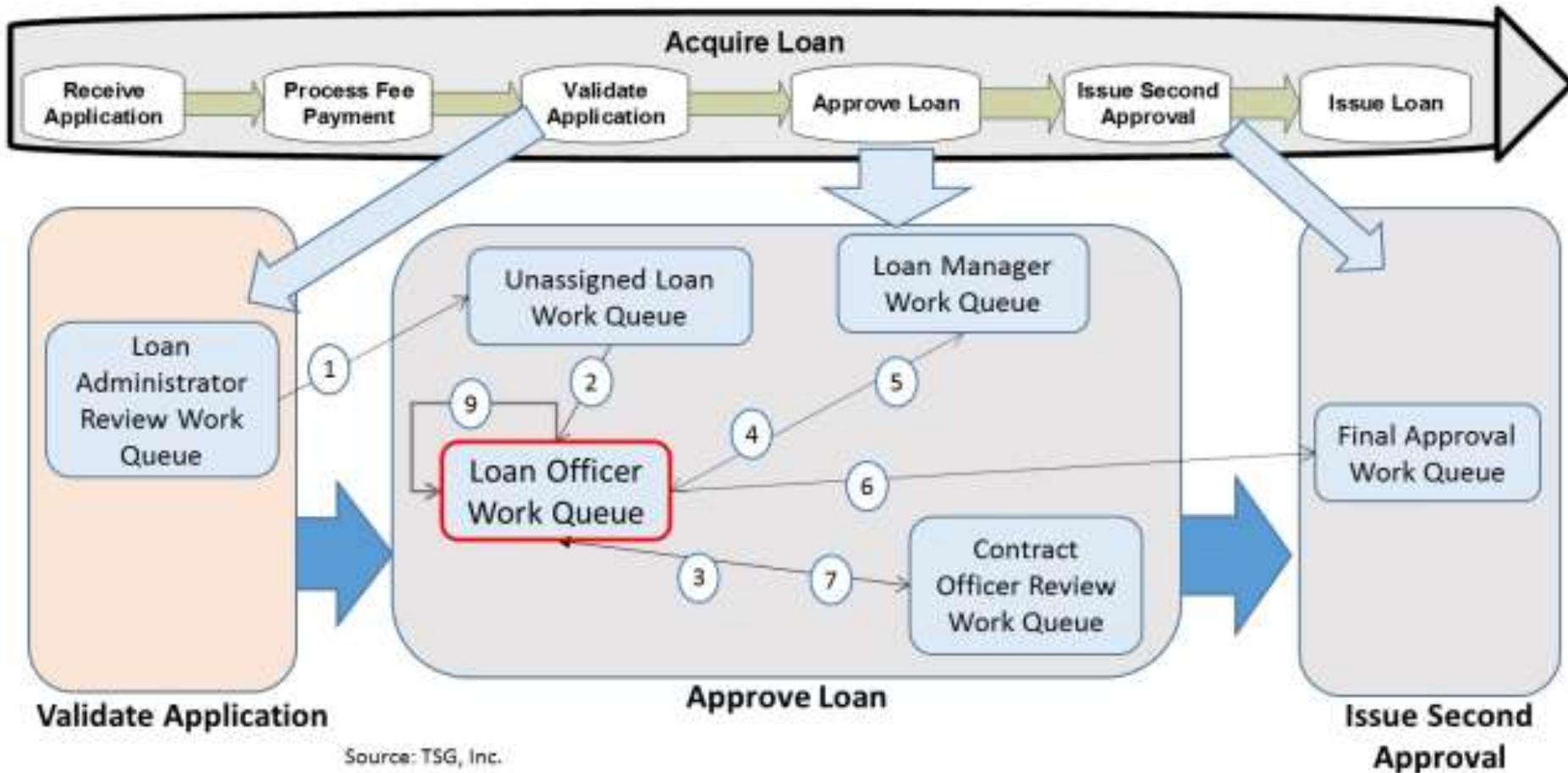


Figure 3.8.3 of the BIZBOK® Guide on page 331

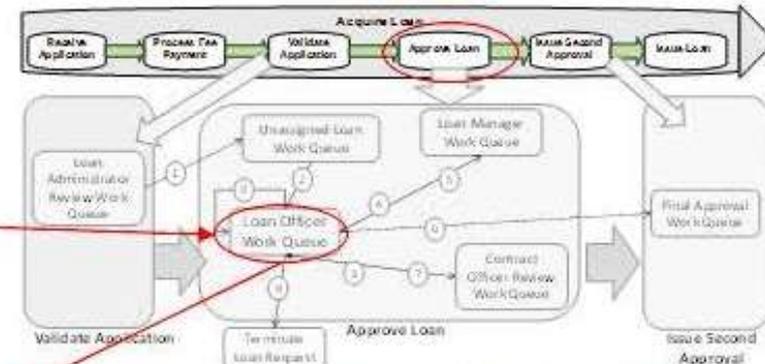
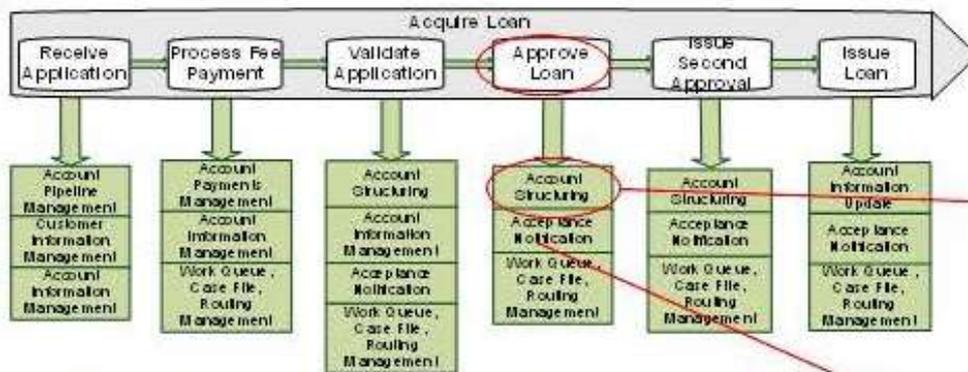
Dériver des besoins d'affaires & des 'User Stories' grâce à l'architecture d'affaires

Value Stream – Acquire Loan

Value Stream Stage – Approve Loan

Capabilities – Agreement Structuring (parent) > Agreement Terms Management

User Story – “As a Loan Officer, I want to set the terms of the agreement to reduce the monthly minimal payment”



Agile User Story:
 Aligned to capability and stakeholder within value stream stage

Figure 3.8.4 of the BIZBOK® Guide on page 333

Éviter la confusion dans les 'User Stories' grâce à l'architecture d'affaires

The User Story of the Requirement "A-198"

The Loan Officer(S1) wants to set(V1) the terms(I1) of the agreement(I2) to reduce(V2) the monthly minimal payment(I3) of its Personal Client(S2) who wants to Acquire a Loan(V3), involving decisions(P1) from a Loan Administrator (S3), a Loan Manager(S4) and a Contract Manager(S5) and involving the capability of Agreement Structuring(C1) and its children Agreement Terms Management(C2) to Approve a Loan(V4)»

Capabilities

- Agreement Structuring (level 3) (C1)
- Agreement Terms Management (level 4) (C2)

Stakeholders

- Loan Officer (S1)
- Personal Client (S2)
- Loan Administrator (S3)
- Loan Manager (S4)
- Contract Manager (S5)

Value

- Set the terms of the agreement (value item) (V1)
- Reduce the monthly minimal payment (value item) (V2)
- Acquire a Loan (value stream) (V3)
- Approve a Loan (value stage) (V4)

Information

- Terms of loan (I1)
- Loan Agreement (I2)
- Monthly Minimal Payment of Loan (I3)

Process

- Process B-231 – Change Terms of a Loan (P1)

Section 12

Impact de l'architecture d'affaires sur les analystes d'affaires

Impact de l'architecture d'affaires sur les analystes d'affaires

- Rend les 'User Stories' plus pertinents, en les liant aux stratégies d'entreprises.
- Permet un vocabulaire plus précis et compris par tous dans l'entreprise
- Augmente le taux de succès de projets liés à la TI
- Évite la duplication du travail dans l'entreprise
- Minimise les risques au moment de la livraison des besoins

Section 13

Exemples de la Guilde d'architecture d'affaires

Exemples de la Guilde l'architecture d'affaires



Nationwide®



MasterCard
Worldwide



ZURICH®



EUROPEAN MEDICINES AGENCY
SCIENCE MEDICINES HEALTH



NORDSTROM



Sempra Energy®



Raytheon



Source: <http://www.businessarchitectureguild.org/?page=002>

Section 14

Exemple 1

Architecture d'affaires

Ford



Source:

<http://c.ymcdn.com/sites/www.businessarchitectureguild.org/resource/collection/0C09C473-059E-498D-906F-E98CE494AB00/basig-13-06-11.pdf>

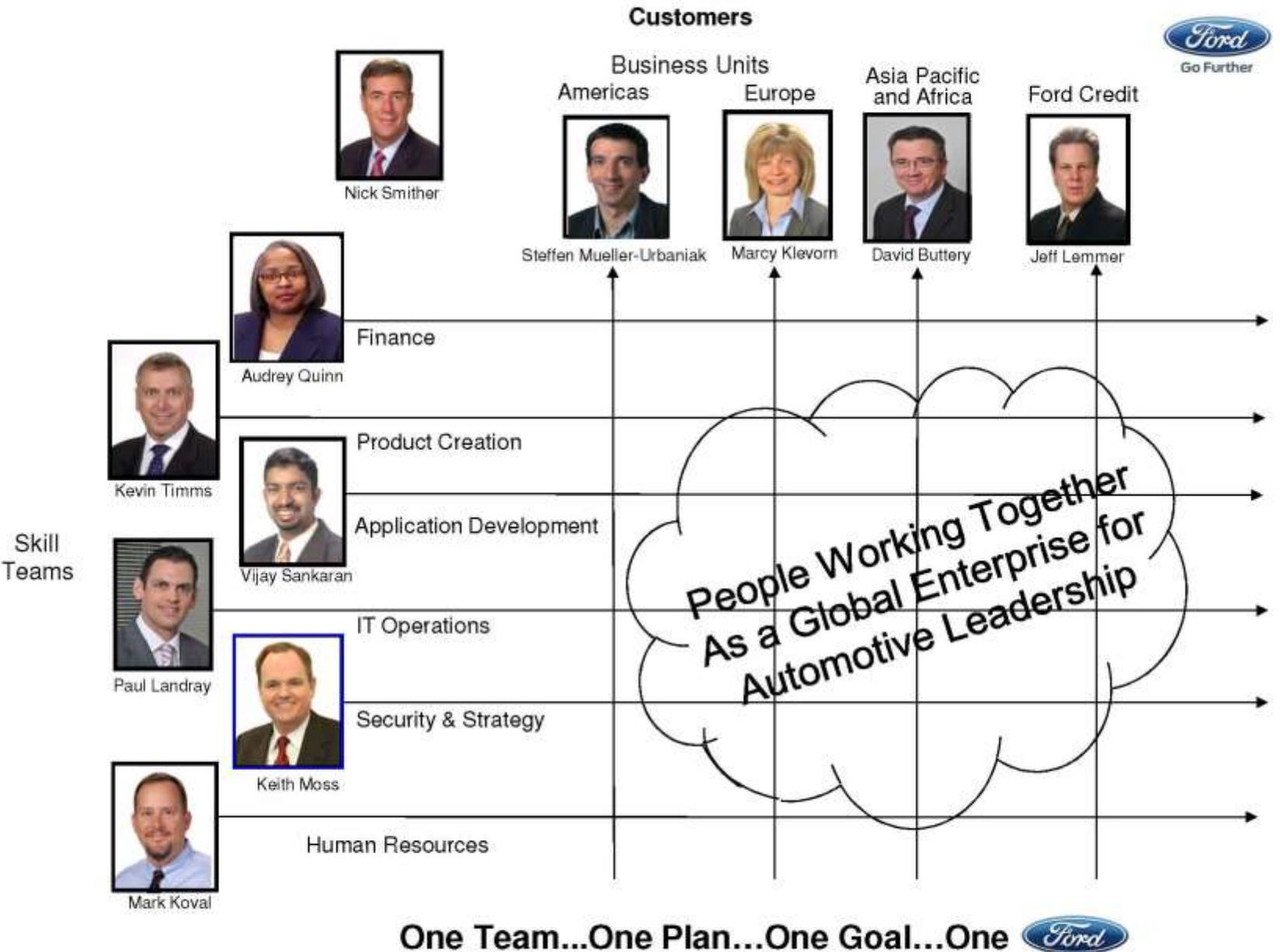
Company Overview

- Founded in 1903.
- Worldwide Automotive
- 164,000 employees worldwide
- 70+ plants worldwide
- Executive Chairman
William Clay Ford, Jr.
- President and CEO
Alan Mulally



Sources:

Ford Motor Company 2010 Annual Report
Ford Sustainability Report 2010 /11



Global IT Update

Business Driver	IT Enabler	Annual Growth 07-11
Business Process Automation	Servers (Physical + Virtual)	20%
Enable Fewer Prototypes	Numerically Intensive Computing (EGF)	49%
Business Information Usage	Storage (TB)	40%
ONE Ford Integration	Network (Wide area network traffic, Gbps)	65%
ONE Ford Collaboration	Team Workspaces (SharePoint sites)	18%
	Audio Conferencing (Minutes)	19%
	Data Conferencing (WebEx Minutes)	194%

IT volumes have increased dramatically to provide greater business capability, improved collaboration and now growth

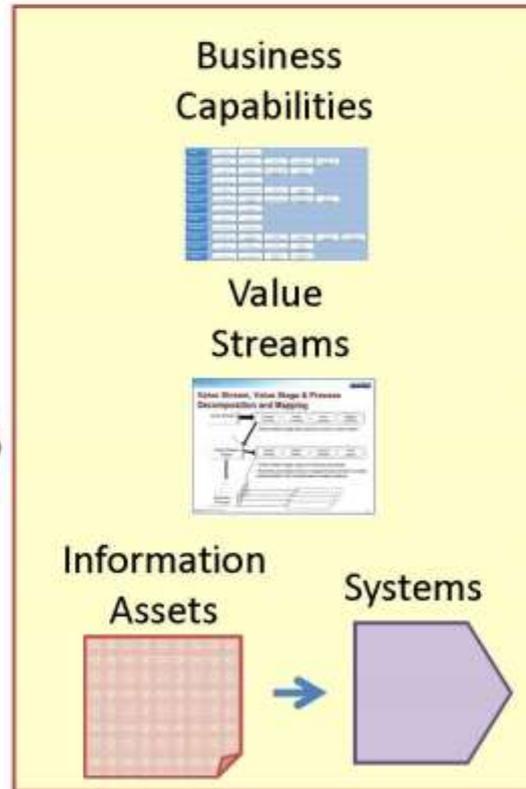
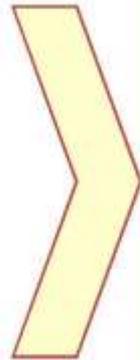
Business Architecture – Core Processes



Organizational transparency enables business transformation

- Organization Models
- Business Strategies
- Current Landscapes

Business Information concepts define the language of the business

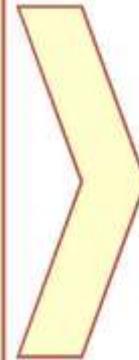


Capabilities define “what” a business does

Systems define how a business gets things done, whether manual or automated

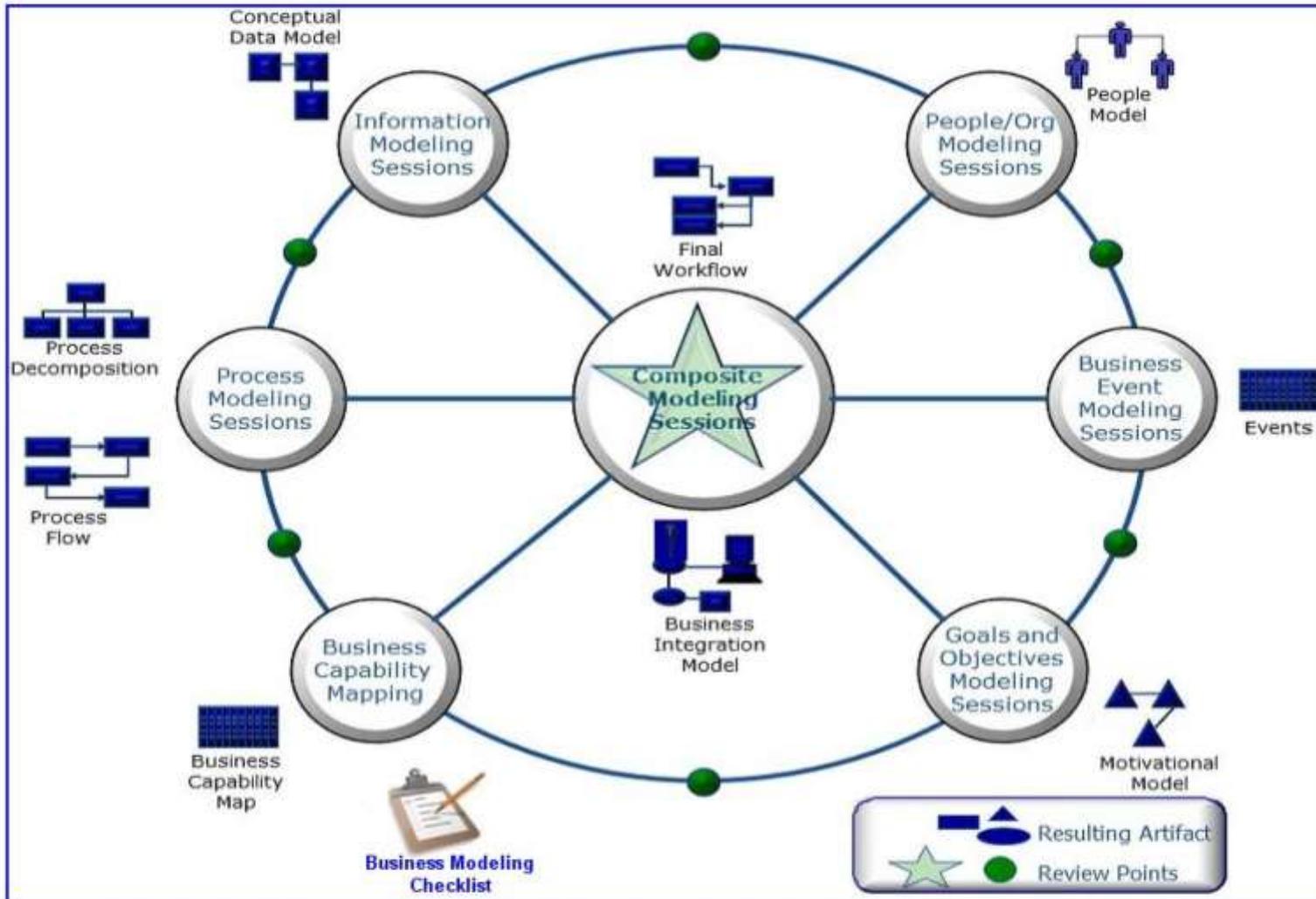
- Prioritization/Planning
- Governance
- Standards/Roadmaps
- Projects

Value stream define how a business delivers end-to-end value for external, Internal stakeholders

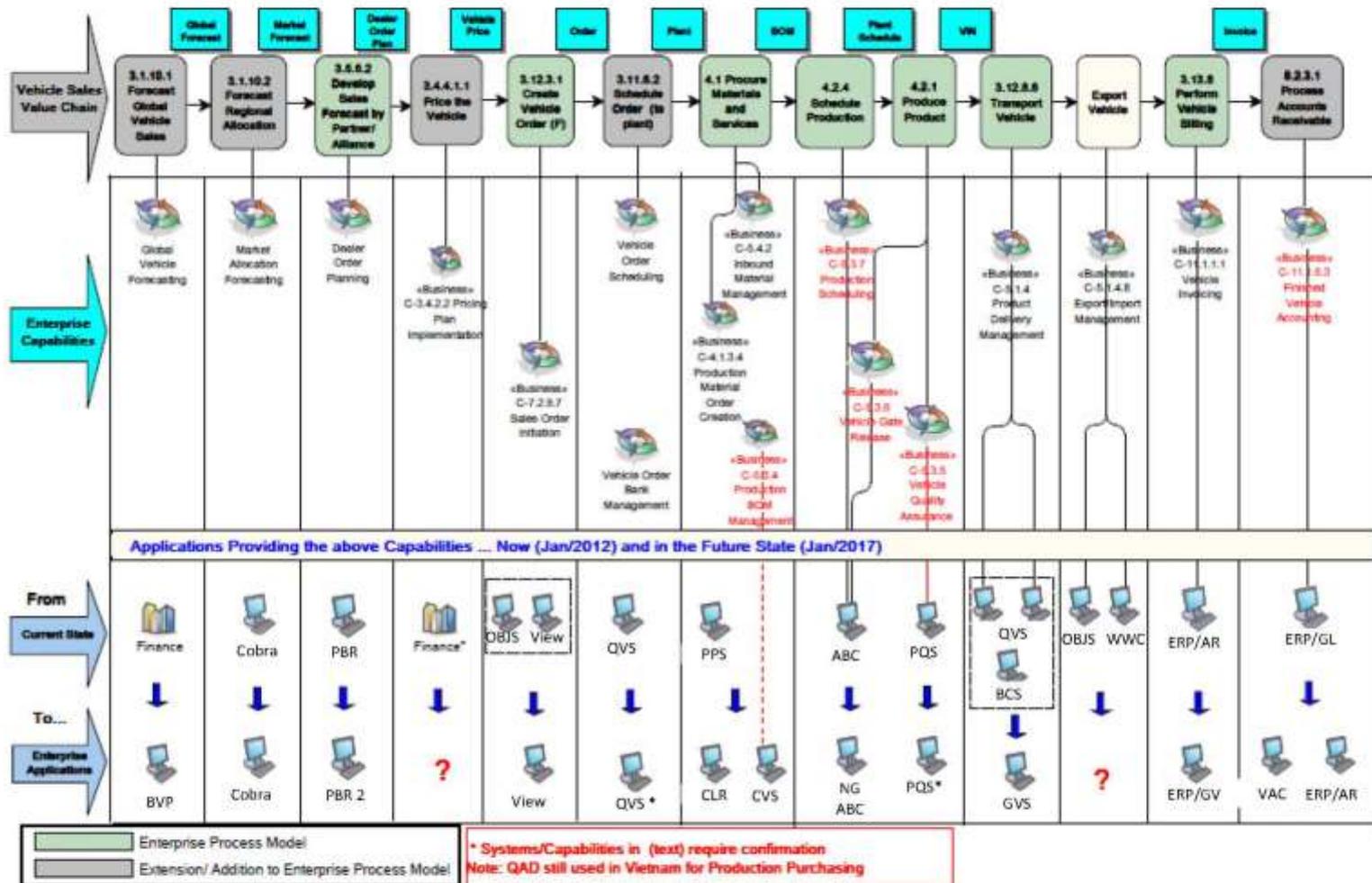


The industry has standardized on set of core models to base the language of IT on for conversation with business.

Business Architecture Engagement



Example Capability Mapping



Section 15

Exemple 2

Les domaines d'affaires et la
planification stratégique

Principal Financial Services



Source: <http://www.omg.org/cgi-bin/doc?basig/2015-03-14>

Capability-Driven Assessments for Strategic Planning

Principal Financial Group Background

- Global investment management leader offering retirement services, insurance solutions and asset management
- Founded in 1879
- Member of the FORTUNE 500®
- \$519.3 billion in assets under management as of December 31, 2014
- 19.7 million customers worldwide
- Offices in Asia, Australia, Europe, Latin America and the United States
- Ticker symbol: PFG



Capability-Driven Assessments for Strategic Planning

Business Architecture Timeline

- Dec 2013 – High-level capabilities identified, limited, inconsistent usage
- May 2014 – Established common strategic context map and business capability map across all business units
- Oct 2014
 - Completed assessment of business capabilities
 - Aligned Accounting Community operational plans with business capabilities
 - Expanded use of business capabilities as a management framework

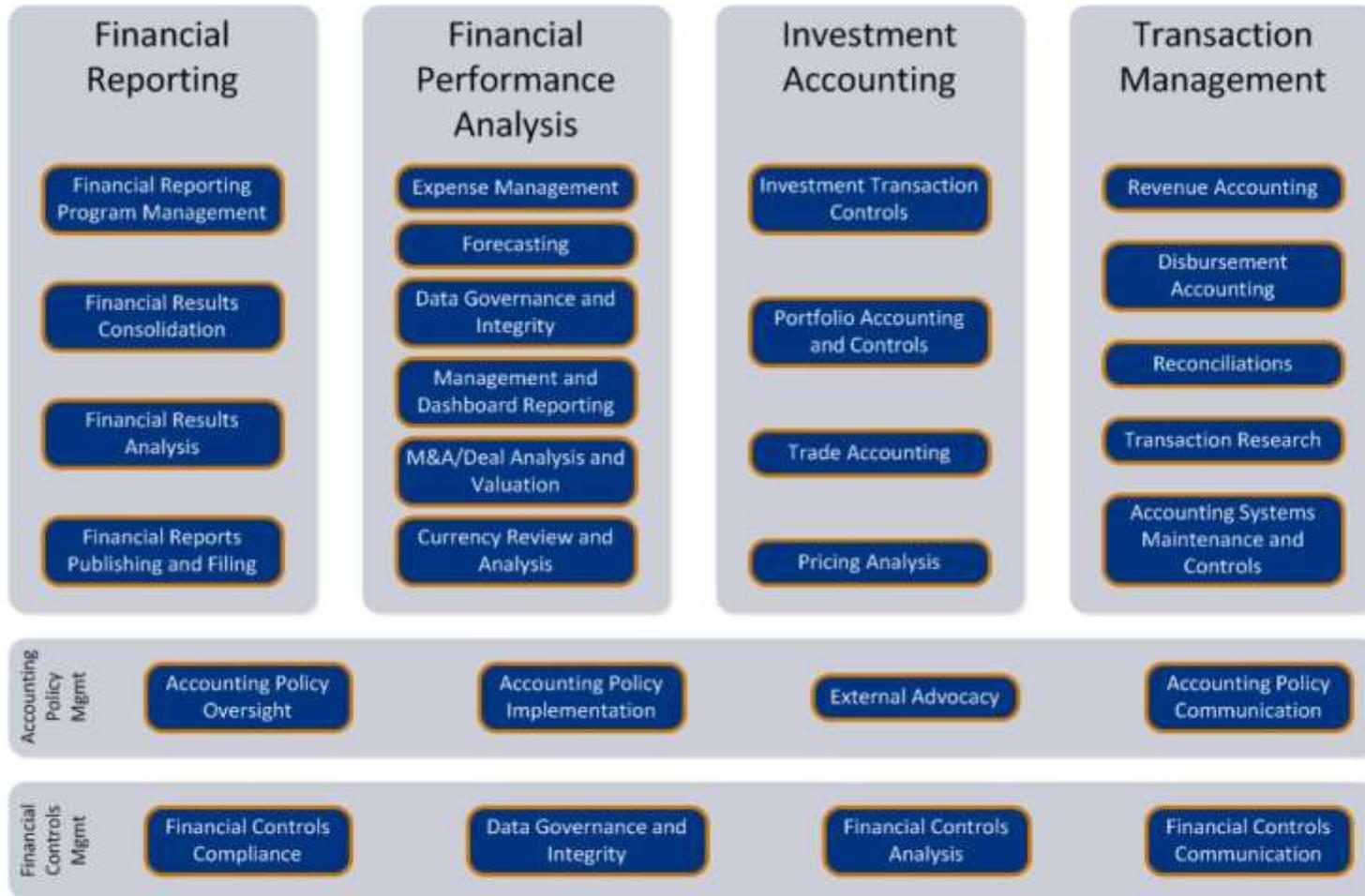
Capability-Driven Assessments for Strategic Planning

Business Architecture Approach

- Meetings with each business segment
- Each area created a business capability and strategic context map
- Ultimately developed common vocabulary and definitions

Capability-Driven Assessments for Strategic Planning

Accounting Community Business Capability Map



Capability-Driven Assessments for Strategic Planning

Business Capability Gaps

Business Capability	Information	Process	Technology	Overall	Value	Focus Score
Financial Reporting	0.9	1.3	1.4	1.2	5.0	6.0
Financial Performance Analysis	0.9	1.7	1.0	1.2	3.5	4.0
Expense Management	1.1	0.5	1.2	0.9	5.0	4.7
Forecasting	1.6	1.5	0.5	1.2	4.0	4.8
Management and Dashboard Reporting	0.2	0.3	1.7	0.7	4.0	2.9
M&A/Deal Analysis and Valuation	0.5	0.7	0.4	0.5	2.5	1.3
Investment Accounting	1.1	0.5	1.1	0.9	2.5	2.3
Transaction Management	1.3	0.2	1.4	1.0	4.5	4.4
Accounting Policy Management	1.2	1.7	1.6	1.5	4.5	6.8
Financial Controls Management	0.6	1.3	1.9	1.3	4.0	5.1

Note: These are not actual results; however they do reflect our capability assessment methodology.

Capability-Driven Assessments for Strategic Planning

Benefits

- Common framework and assessment reduces the conversations of whether something is a priority
 - Focus shifts to where the issue lies and how to make it better
- Objective assessment helps identify areas that could be missed in strategic planning
- Aligning strategic (and tactical) work to business capabilities
- Employee education and career development
- Awareness and education about – and within – the community
- Risk assessments
- Have started using this framework for time allocation

Section 16

Exemple 3:

L'utilisation de l'architecture d'affaires
dans la gestion des besoins

US Patent & Trademark Office



Source: <http://www.uspto.gov/patent/foia/2015-03-06>



United States Patent and Trademark Office (USPTO)

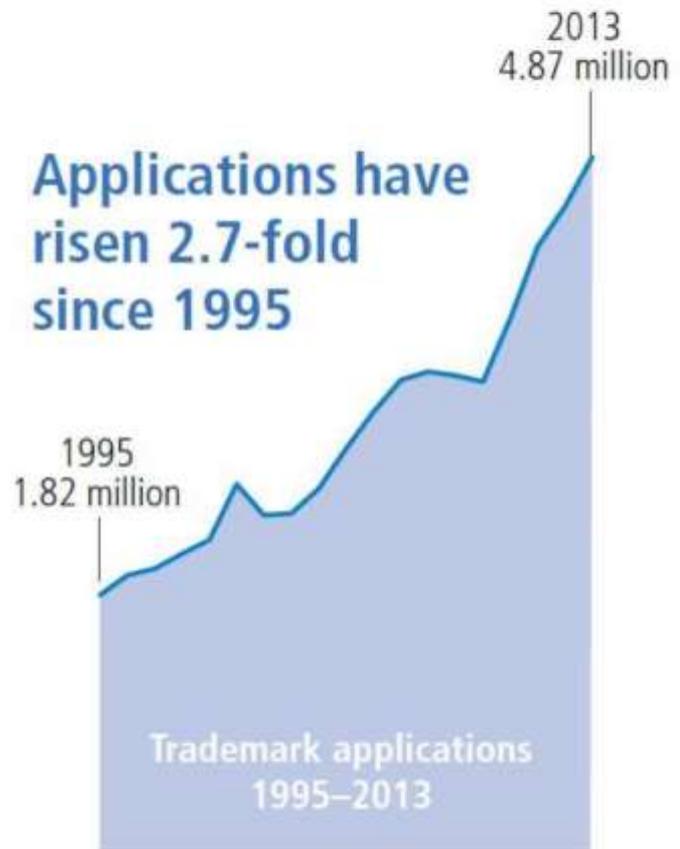
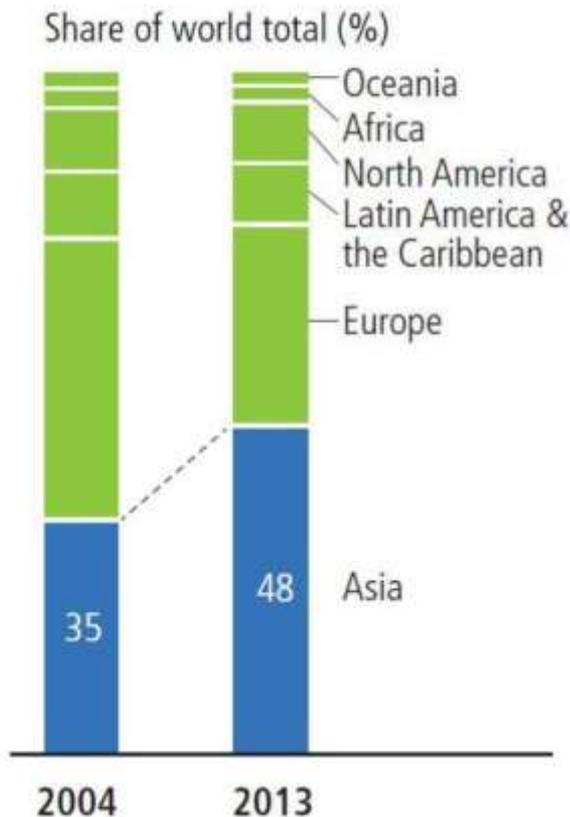
Background

- USPTO: Federal agency for granting U.S. Patents and registering Trademarks
- Vision: Leading the World in Intellectual Property Protection and Policy
- Mission: Fostering innovation, competitiveness and economic growth, domestically and abroad by delivering high quality and timely examination of patent and trademark applications, guiding domestic and international intellectual property policy, and delivering intellectual property information and education worldwide, with a highly skilled, diverse workforce.
- Trademark Office and Trademark Trial and Appeals Board (TTAB) are unique business units within the USPTO



Trademark Application Growth (WIPO)

Asia has significantly increased its world share

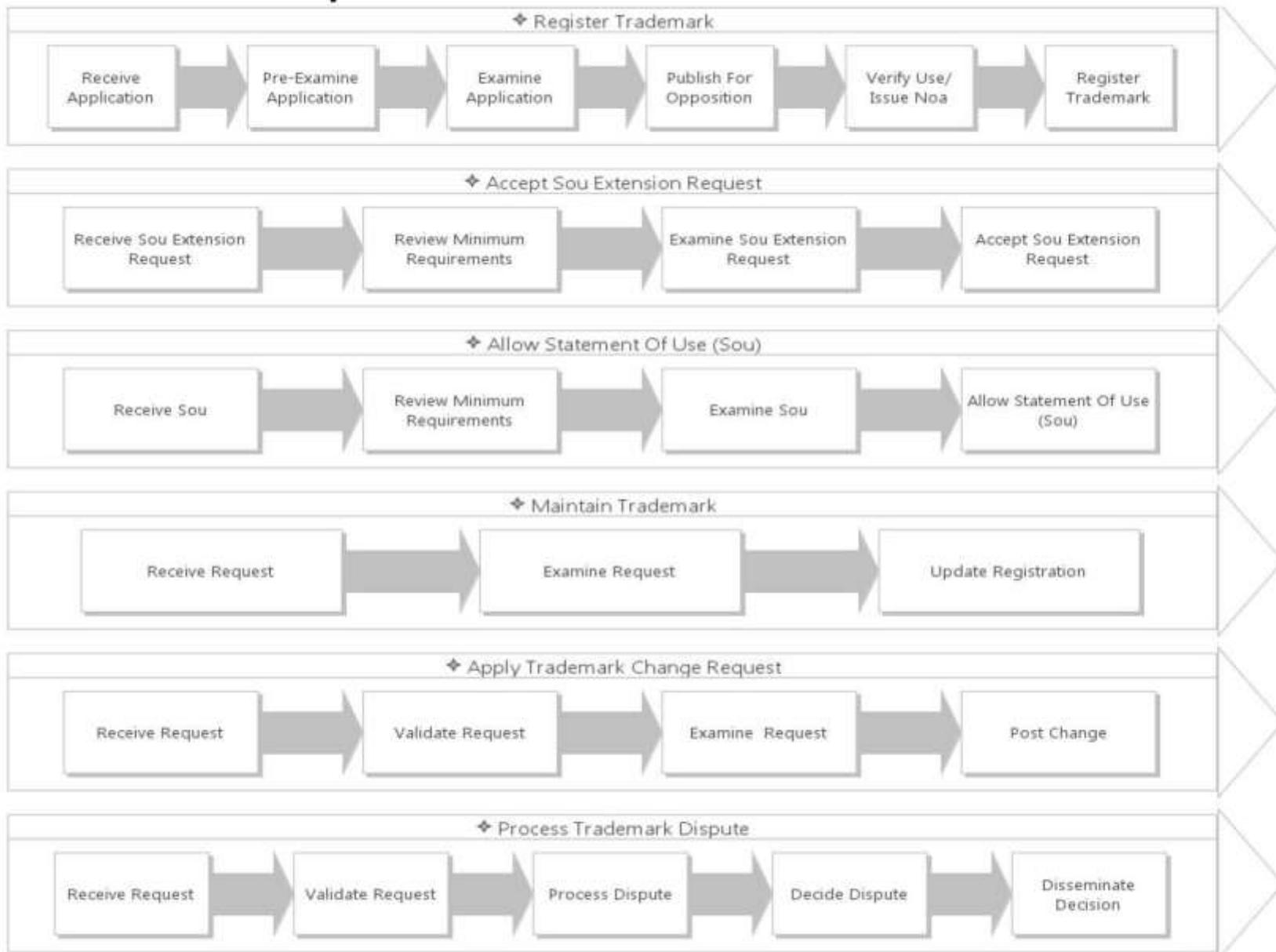




Trademark Business Architecture

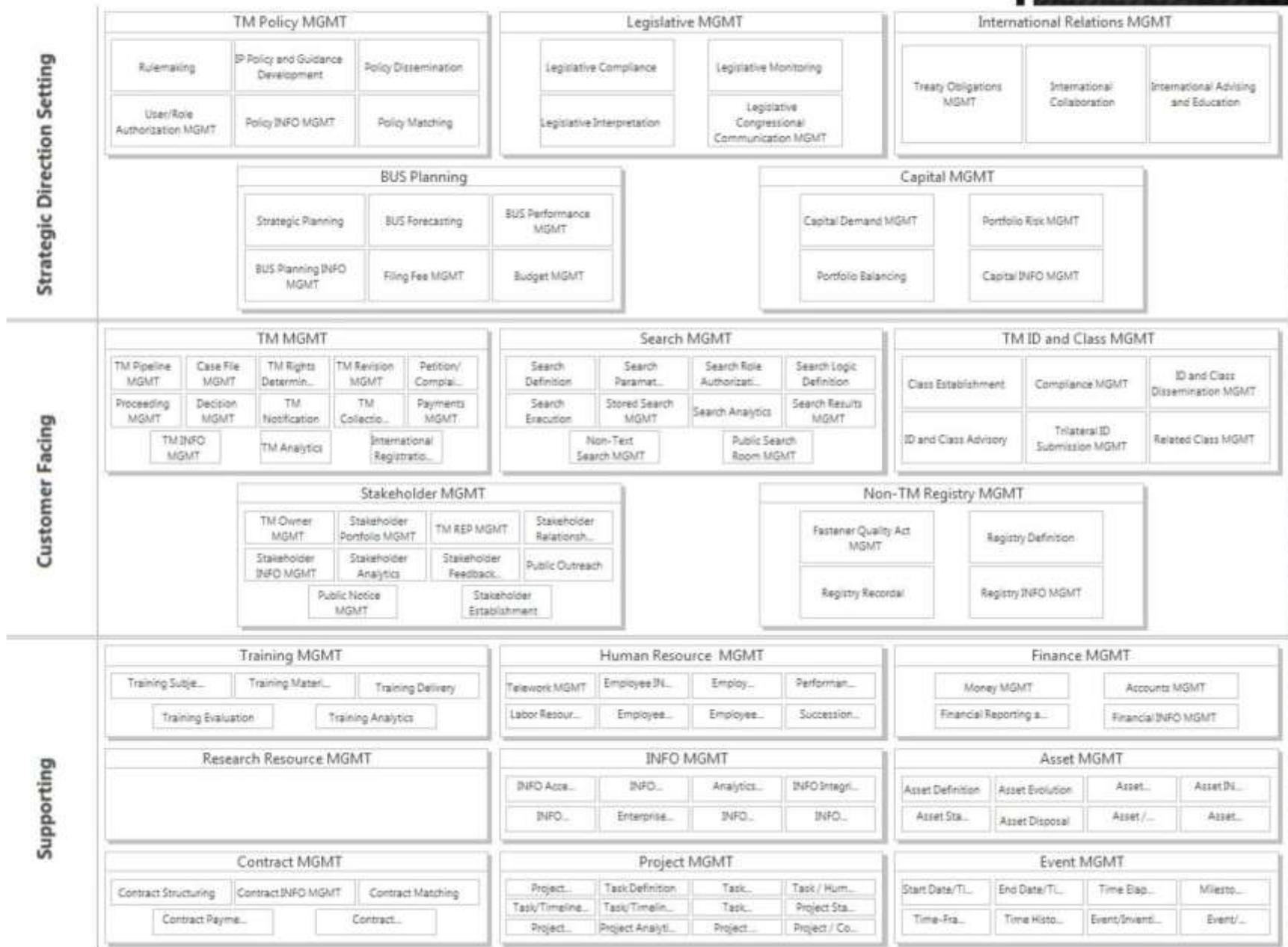
- The Trademark Office and Trademark Trial and Appeals Board (TTAB) drafted a business architecture that covers the entire Trademark business
 - This work was performed by the business and the business owns the business architecture
 - The enterprise architecture team supports business architecture packaging, publication and dissemination
- The Trademarks business architecture established in 2010 includes:
 - Capability map
 - Value streams
 - Value stream / capability cross-mappings
 - Routing maps and routing map worksheets for selected value stream stages
- USPTO and the Trademark Office is using the business architecture for:
 - For business impact analysis, business planning and prioritization
 - To support a major business and IT initiative - Trademark Next Generation (TMNG)
 - Provide a framework for long-term IT asset management

Sample Trademark Value Streams



There are more than 20 value streams across the business

Trademark Capability Map – Levels 1-2



Role of Routing Maps in TMNG and Agile

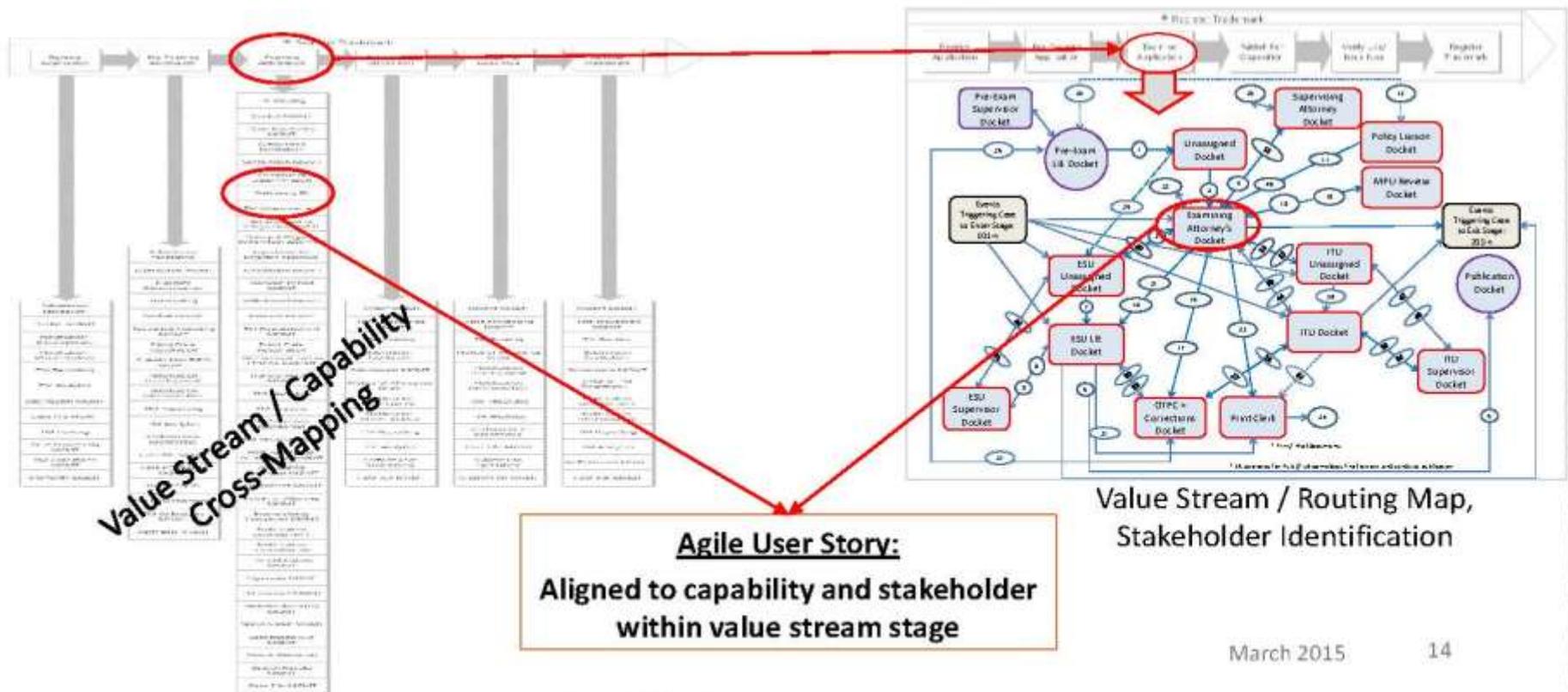
The value stage / capability / stakeholder helps frame an agile user story to ensure that each user story focuses on improving a capability, within a value focused perspective, in relation to a participating stakeholder targeted by the story.

Value Stream – Register Trademark

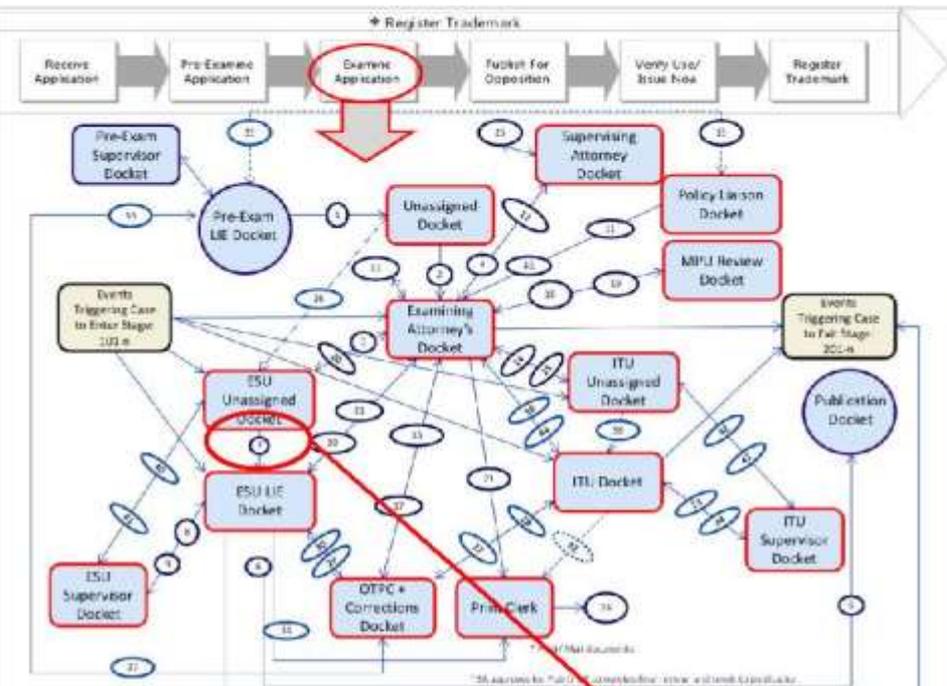
Value Stream Stage – Examine Application

Capabilities – Trademark Abandonment

User Story – “As an Examining Attorney, I want to abandon a case”



Using Routing Maps to Define Workflow and Frame User Stories



- Each value stream stage decomposes into a state-based, dynamic rules based routing map
- Routing maps show all possible events involving work transfers, state change or other action to be taken

Event #	Done	Sending Source			Receiving Source			Triggering Event	Status / Risk
		Value Stream	Stage	Docket or Source	Filter View	Value Stream	Stage		
1	X	Register Trademark	Pre-Examine Application	Pre-Examine Docket		Register Trademark	Examine Application	Unassigned Docket	Pre-Examination complete
2a	X	Register Trademark	Examine Application	Examination Unassigned Docket	Unassigned Cases	Register Trademark	Examine Application	Examining Attorney Docket	Done as if assigned to attorney
2b	X	Register Trademark	Examine Application	Examination Unassigned Docket	Unassigned Cases	Register Trademark	Examine Application	Examining Attorney Docket	Request new assigned cases to attorney
2c	X	Register Trademark	Examine Application	Examination Unassigned Docket	Unassigned Cases	Register Trademark	Examine Application	Examining Attorney Docket	Request new cases, also open as per current status
3		Register Trademark	Examine Application	Examining Attorney Docket		Register Trademark	Examine Application	ESU Unassigned Docket	ESU Unassigned
4		Register Trademark	Examine Application	Examining Attorney Docket		Register Trademark	Examine Application	Supervising Attorney Docket	"In 3 signature review" OK
5		Register Trademark	Examine Application	Examining Attorney Docket		Register Trademark	Examine Application	Policy Liaison Docket	Use requires prior case review
6a	X	Register Trademark	Examine Application	LIE Docket	Pub Review	Register Trademark	Publication for Opposition	Publication Docket	Pub Review complete
6b	X	Register Trademark	Examine Application	LIE Docket	Pub Review	Register Trademark	Publication for Opposition	Publication Docket	Pub and Issue Review complete, ready for registration
7a		Register Trademark	Examine Application	ESU Unassigned Docket		Register Trademark	Examine Application	ESU LIE Docket	Request new cases
7b		Register Trademark	Examine Application	ESU Unassigned Docket		Register Trademark	Examine Application	ESU LIE Docket	Request Unassigned ESU
7c		Register Trademark	Examine Application	ESU Unassigned Docket		Register Trademark	Examine Application	ESU LIE Docket	Request Unassigned Suspended
7d		Register Trademark	Examine Application	ESU Unassigned Docket		Register Trademark	Examine Application	ESU LIE Docket	Request Unassigned Pub Review
8		Register Trademark	Examine Application	ESU LIE Docket		Register Trademark	Examine Application	ESU Supervisor Docket	Request review
9a		Register Trademark	Examine Application	ESU Supervisor Docket		Register Trademark	Examine Application	ESU LIE Docket	ESU Queue

- The routing map worksheet (shown to right) details the events associated with each number on the routing map
- Events and related work transition, state change and action to be taken is detailed in the worksheet
- Worksheet line items closely align to agile user stories and are surfaced during user working sessions as needed

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Thanks!