



# 10 raisons d'aimer le BIZBOK pour un analyste d'affaires

Présenté au Colloque IIBA Québec, 1 mai 2015 par Farid Mheir

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## Plan de la présentation

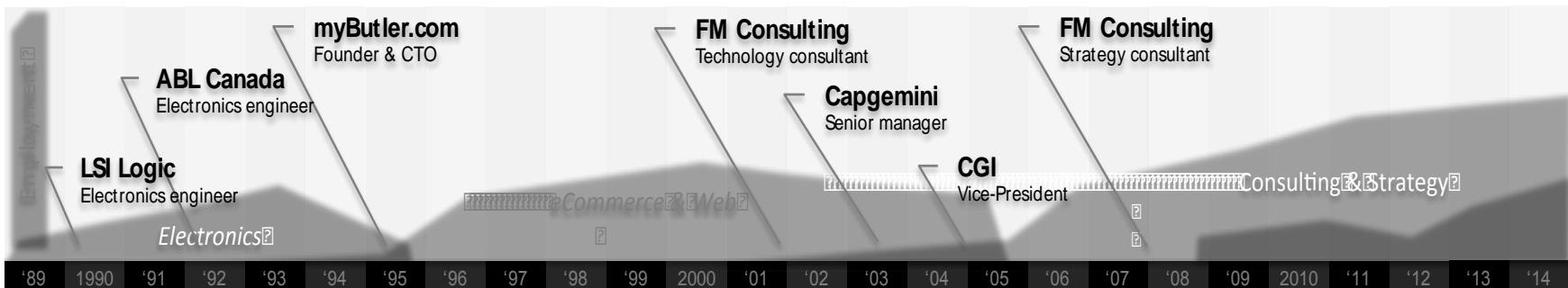
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1. Survol de l'architecture d'entreprise
2. 10 raisons d'aimer le BIZBOK



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## Urbaniste d'entreprise et Conseiller technologique



# Comprendre l'architecture d'entreprise

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**Architecture  
d'Entreprise**

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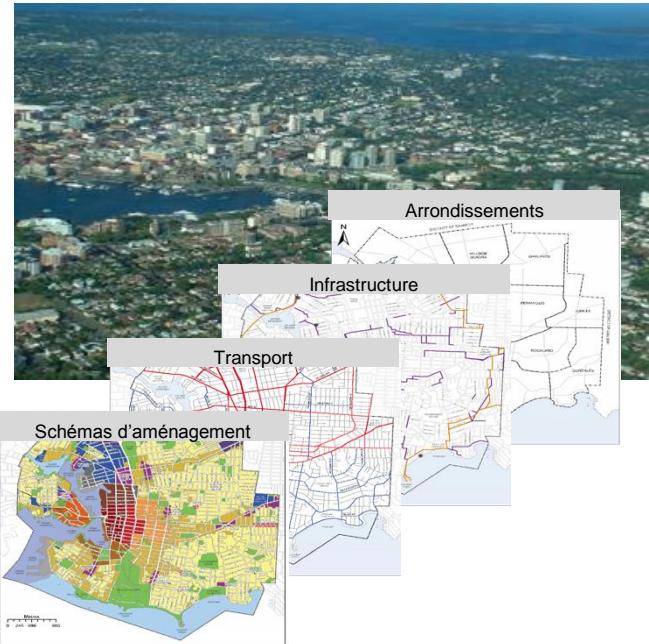
**Urbanisme**

**Architecture de  
Solution**

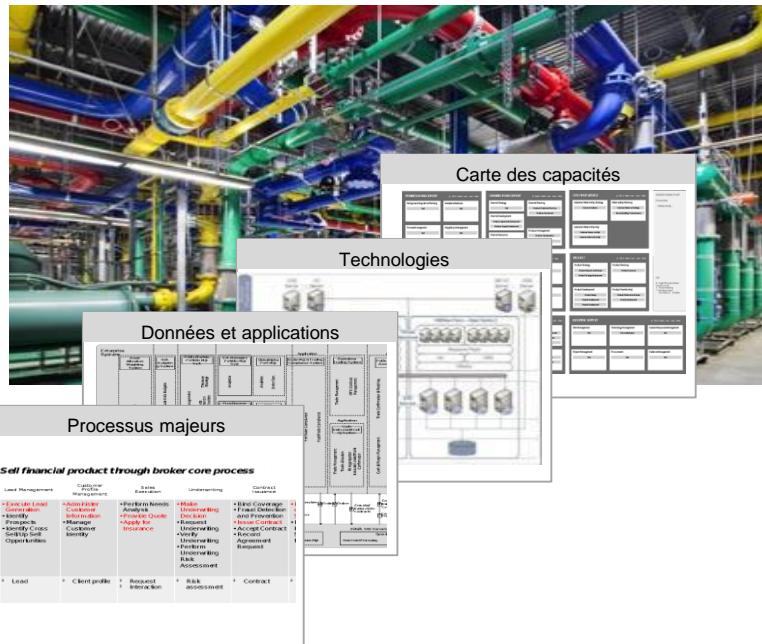
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**Architecture**

# Plan d'urbanisme



# Architecture d'Entreprise



Source: *Aerial view of Victoria, BC, Canada* juin 2006, © beyondthefourthwall. *Official Community Plan*, city of Victoria, Canada, July 2012. *Google Throws Open Doors to Its Top-Secret Data Center*, Wired, octobre 2010.

# Un outil dans la boîte à outil du professionnel

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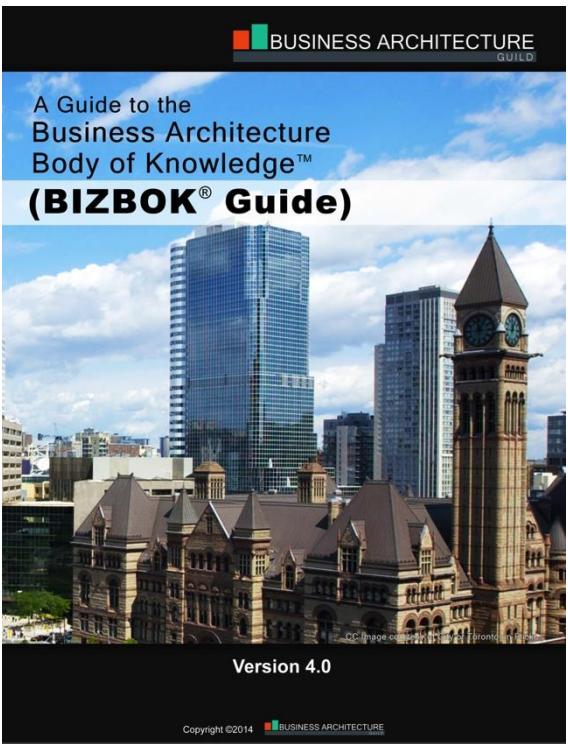
# Un outil dans la boîte à outil du professionnel

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# BIZBOK c'est quoi?

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A Guide to the Business Architecture Body of Knowledge provides a **practical guide** for business architecture **practitioners** and **individuals** who wish to use business architecture to **address business challenges**.

Version 4 lancée à l'été 2014

# BIZBOK = Qui, Que, Quoi, Donc, Où, etc. de l'entreprise

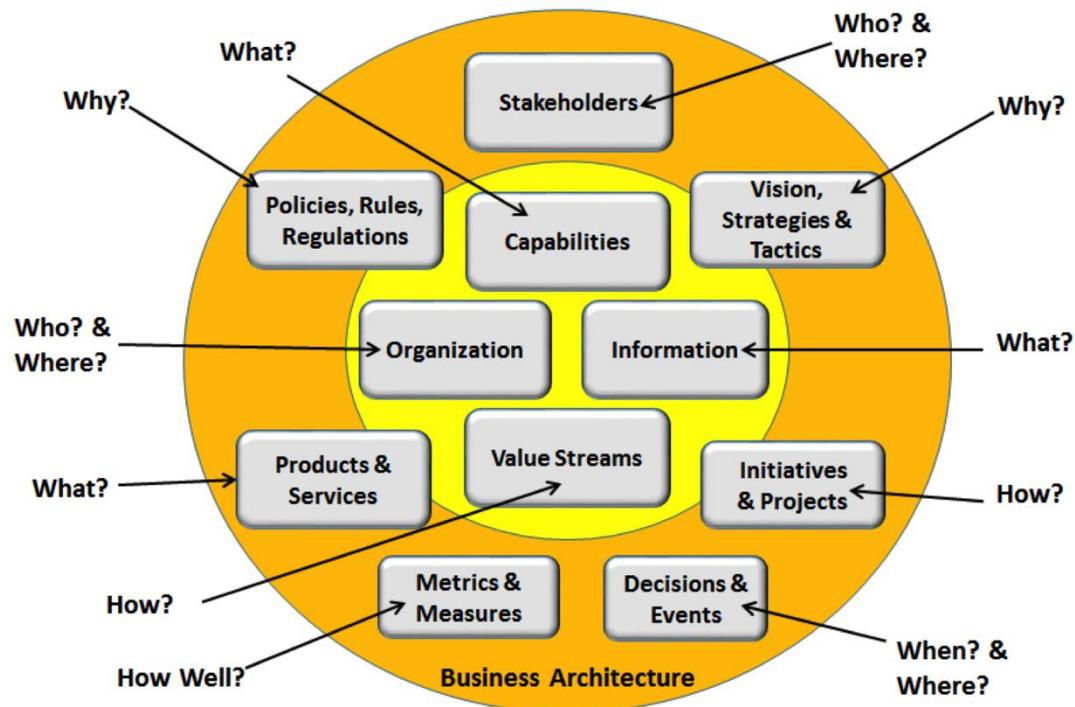
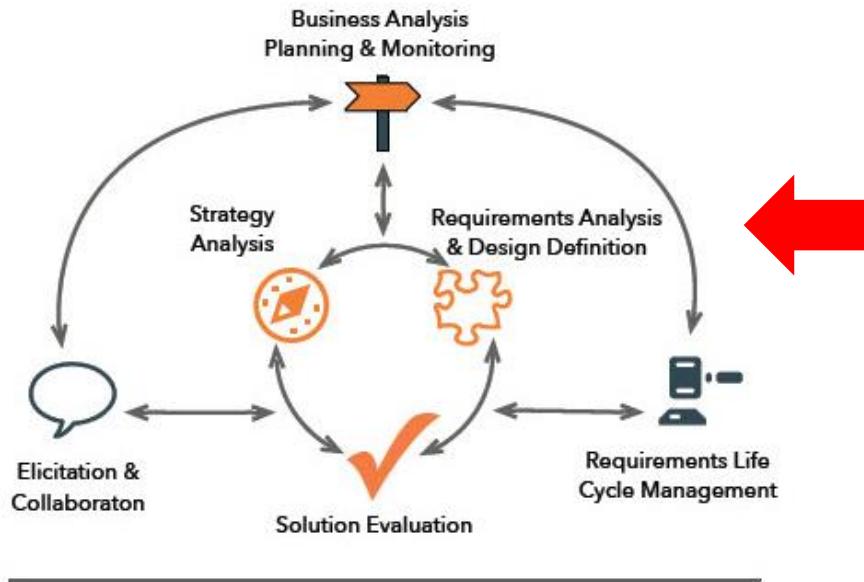


Figure 1.1: Aspects of the Business Represented by Business Architecture

# BIZBOK aide à capturer les exigences d'affaires



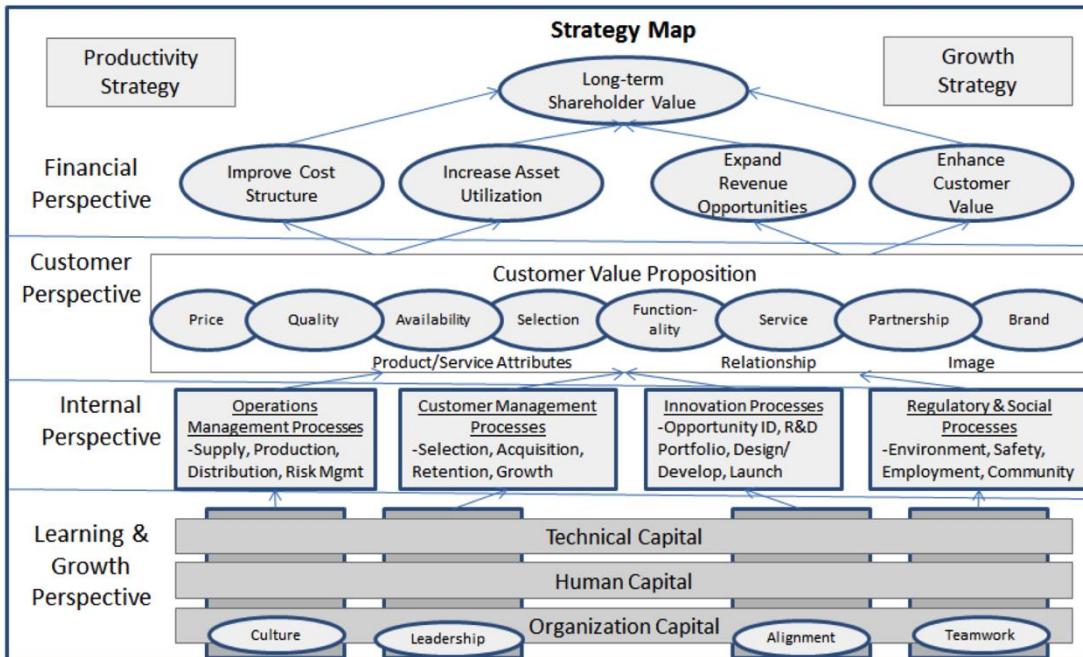
The background of the slide is a high-angle aerial photograph of a rural area. The landscape is composed of numerous rectangular agricultural fields of varying sizes and colors, ranging from dark green to golden brown. Small clusters of buildings and roads are visible between the fields. The horizon is flat and stretches far into the distance under a clear blue sky.

# 10 raisons d'aimer BIZBOK

en parcourant quelques livrables

# 1- Fournir un vocabulaire commun pour décrire l'entreprise

Provide a shared business vocabulary



\*Source: R. S. Kaplan and D. P. Norton, *Strategy Maps: Converting Intangible Assets into Tangible Outcomes* (Boston: Harvard Business School Press, 2004)

Figure 2.1.8: Sample Strategy Map

## 2- Fournir le contexte d'une exigence d'affaires

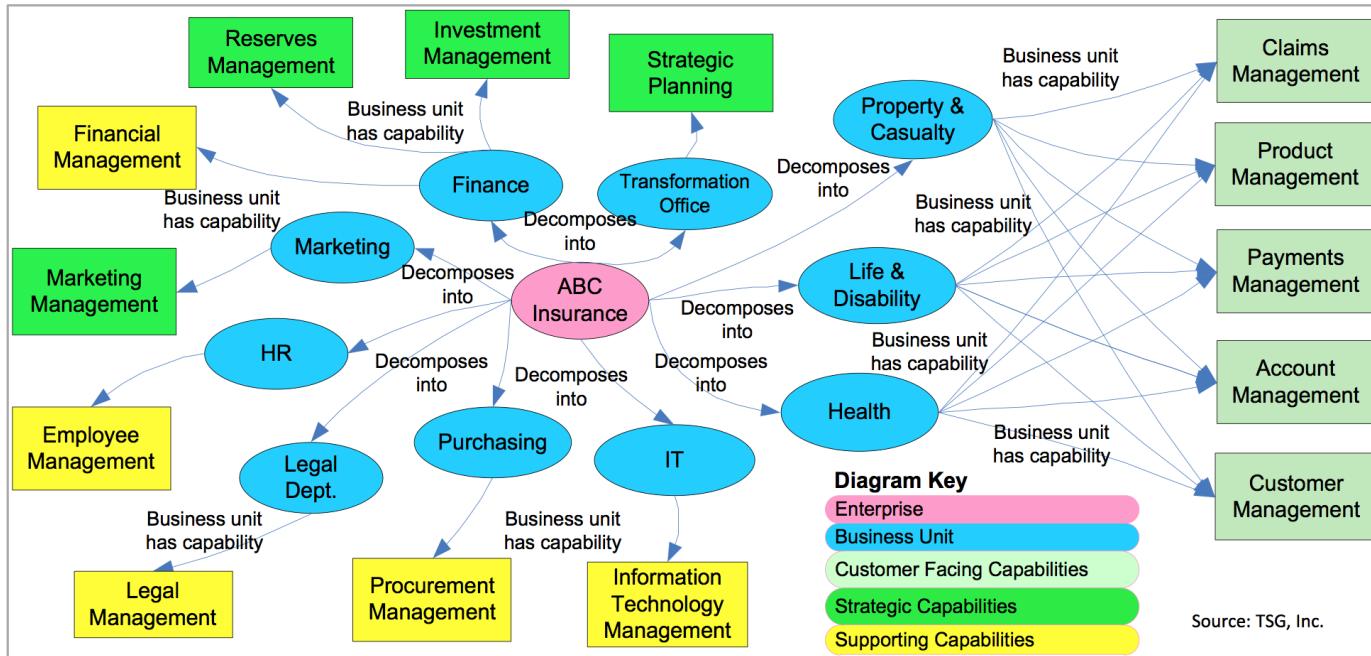
Establish a more complete scope of a given requirement



Figure 2.2.4: Example of Stratified, Level 1 Capability Map

### 3- Gérer les exigences en conflit ou en opposition

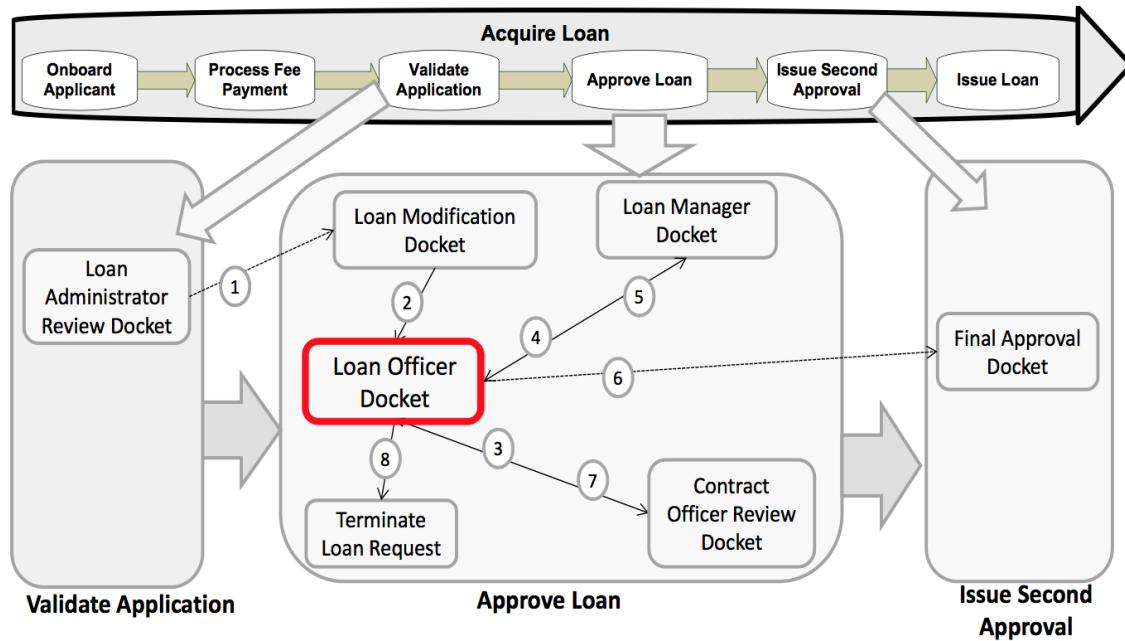
Ensure that conflicting or overlapping requirements are addressed appropriately across business boundaries



**Figure 2.3.9: Sample Organization Map of Insurance Company  
Showing Business Unit-to-Capability Mapping**

## 4- Préciser comment apporter de la valeur aux acteurs de l'entreprise

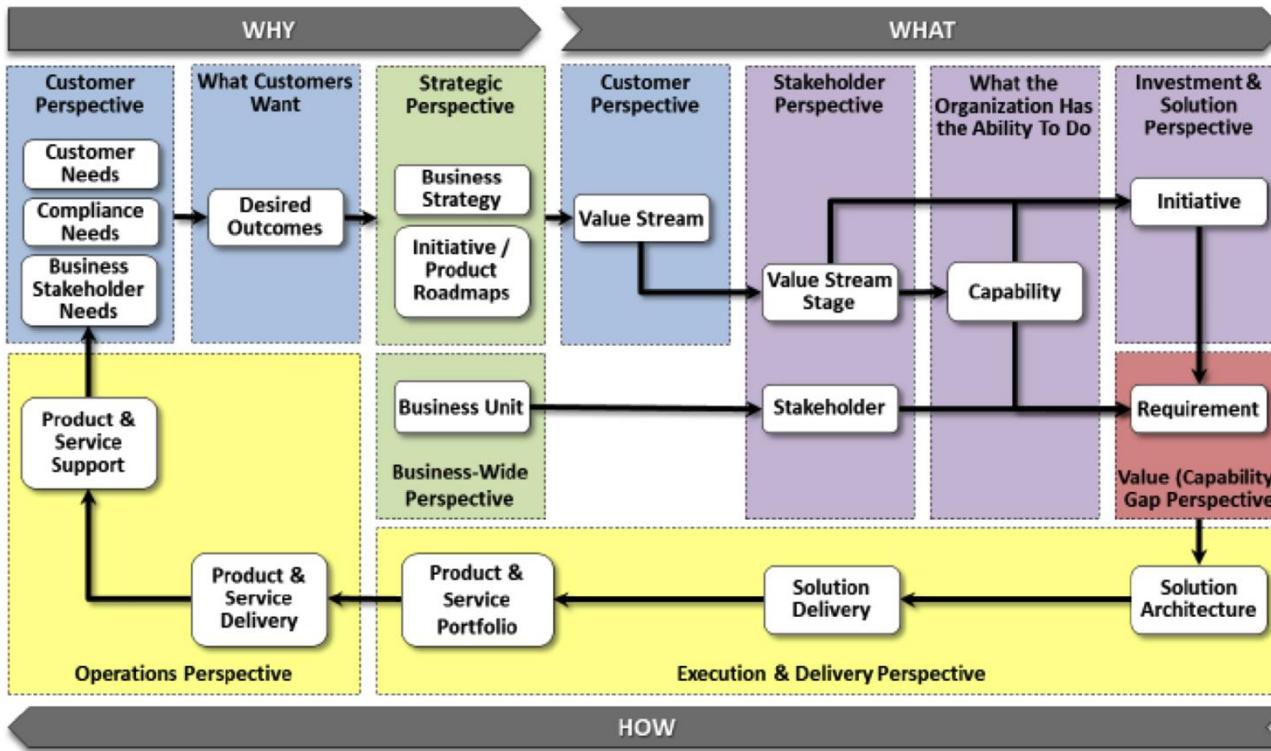
Value streams provide clarity as to how a given business requirement delivers value to specific business stakeholders



**Figure 6.3.3: Deriving Business Requirements from Business Architecture**

## 5- Relier les exigences de la stratégie jusqu'aux solutions

Formalizes the traceability of requirements from strategic direction through solution deployment



## 6- Identifier les “gaps” entre proposition de valeur et canaux de livraison

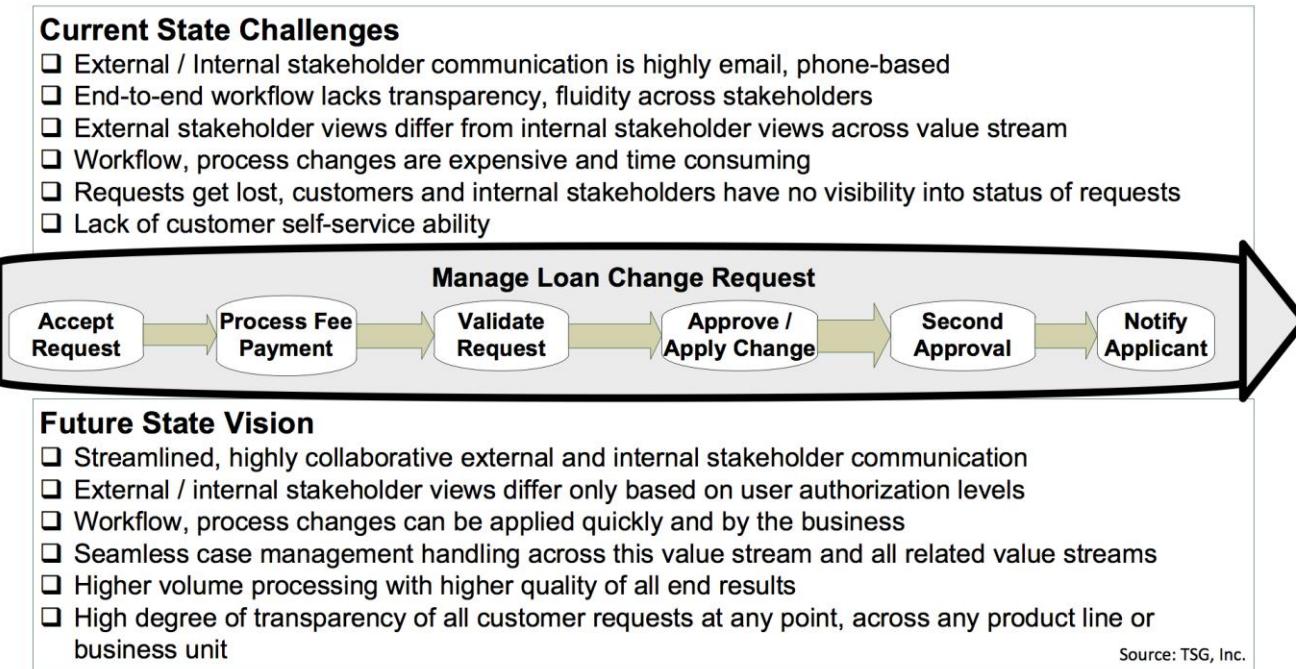
Identify capability gaps/overlaps, misalignment between value propositions, and delivery channels

Business Unit / Capability Mapping		
Business Unit	Capability (Level 1)	Capability (Level 2)
Health	Claims Management	Claim Processing
		Claim Adjudication
		Claim Payment
	Customer Management	Customer Information Management
Life & Disability	Claims Management	Claim Processing
		Claim Adjudication
		Claim Payment
	Customer Management	Customer Information Management
Property & Casualty	Claims Management	Claim Processing
		Claim Adjudication
		Claim Payment
	Customer Management	Customer Information Management

Figure 2.2.14: Business Unit to Business Capability Mapping

## 7- Uniformiser le travail des analystes

Limits variation in requirement definition and structure from analyst to analyst



**Figure 2.4.16: Value Mapping Enables Current State Analysis / Future State Visioning**

## 8- Donner un contexte aux user stories et aux cas d'usage

Help frame user stories and use cases within the context of value streams and capabilities

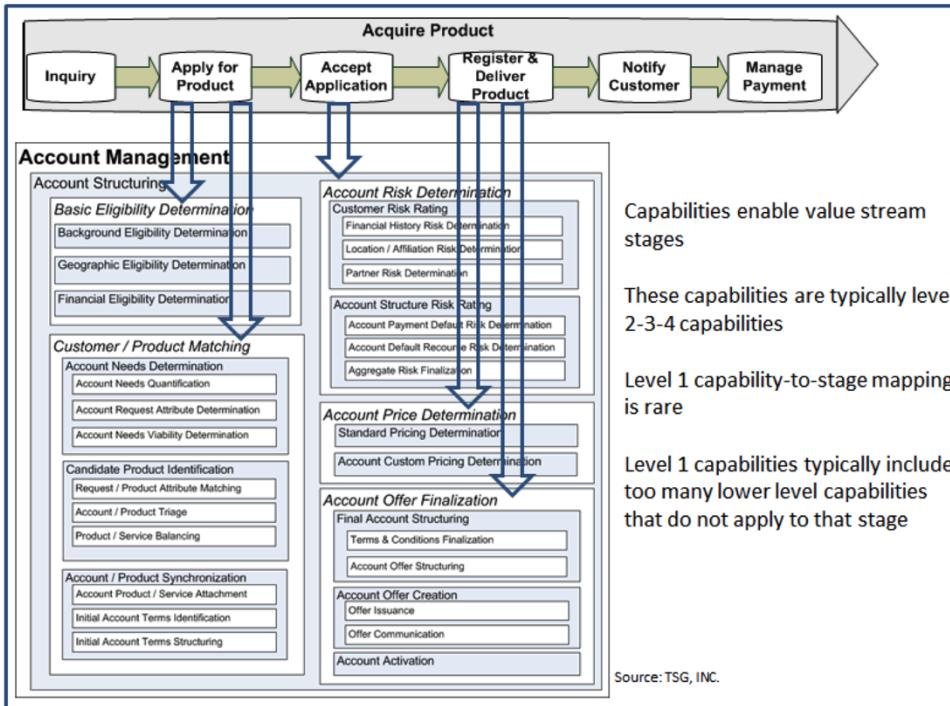


Figure 2.2.15: Capability, Value Stream Mappings

## 9- Prioriser les exigences selon les besoins d'affaires et leur impact

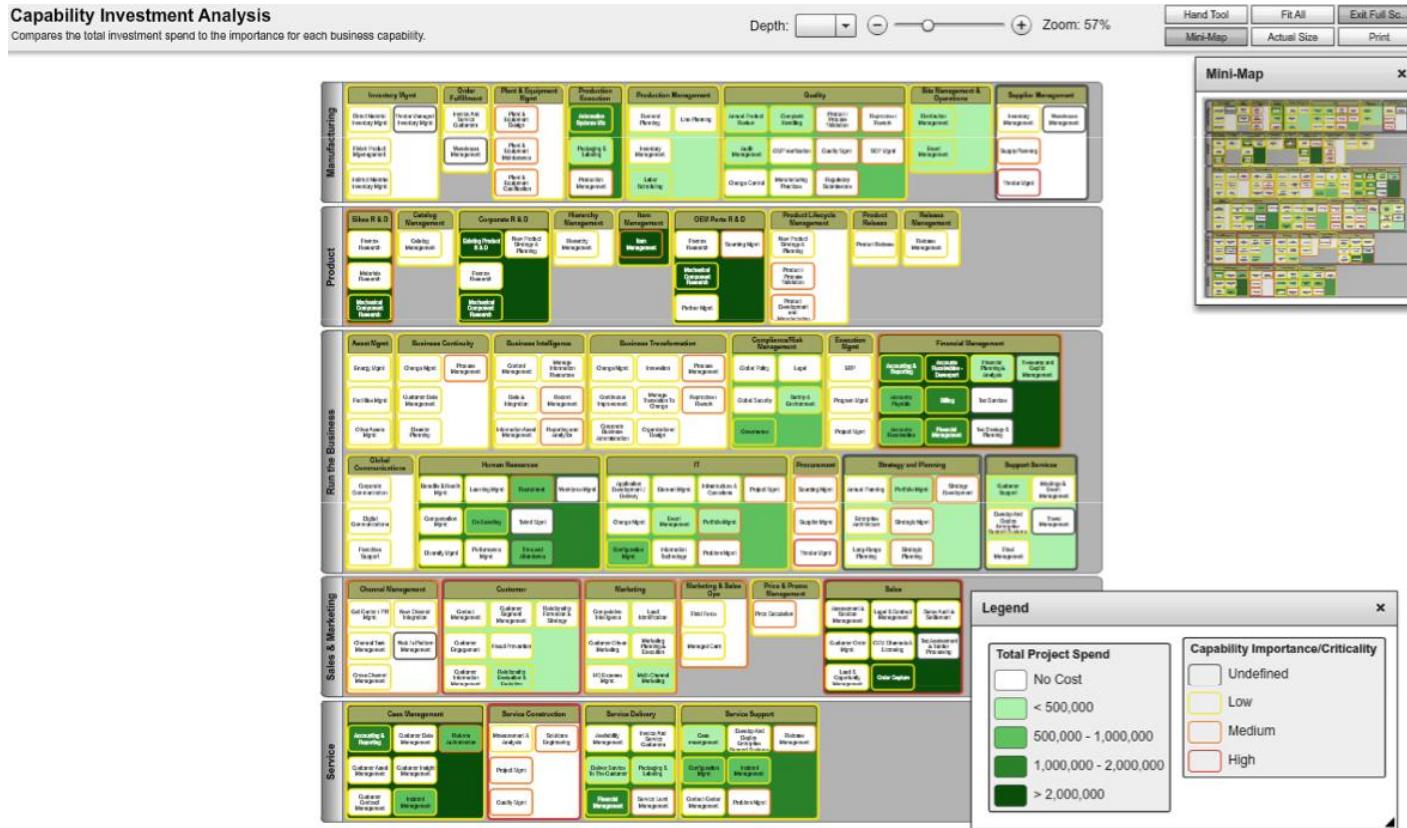
Prioritize requirements based on business need and impact



**Figure 2.2.13: Capability Heat Map Concept**

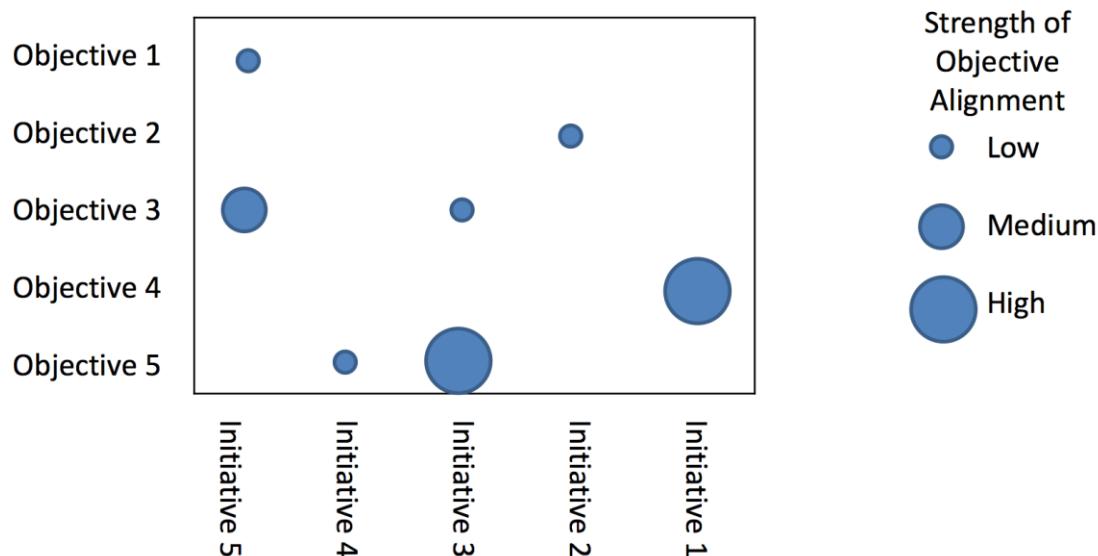
# 9- Prioriser les exigences selon les besoins d'affaires et leur impact

Prioritize requirements based on business need and impact



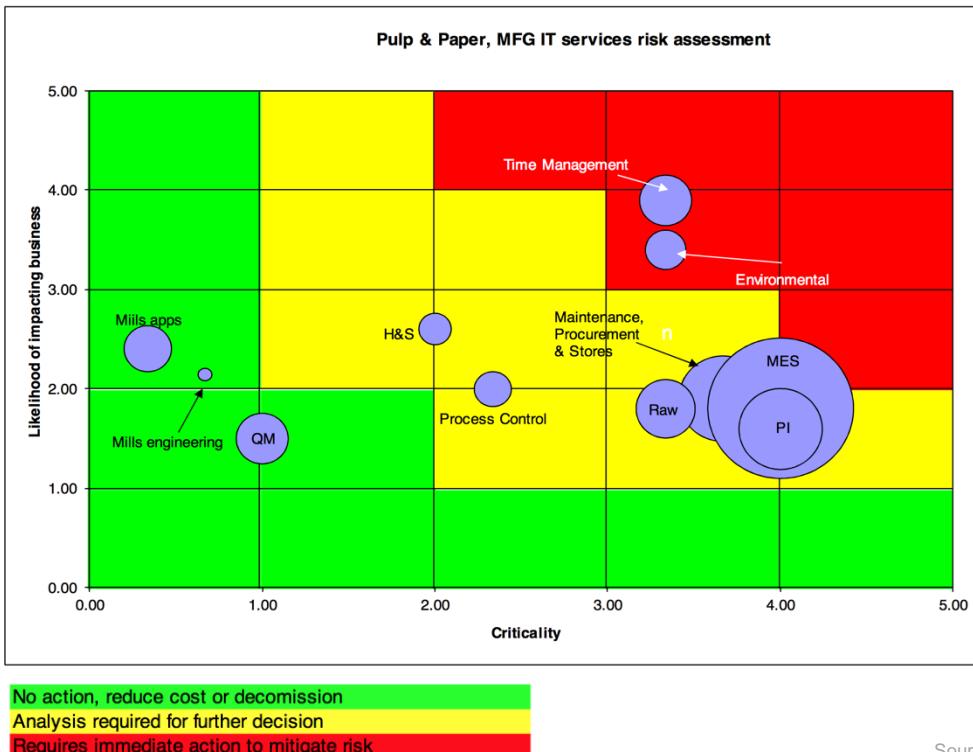
## 10- Fournir un canevas pour évaluer les investissements

Provides a framework for evaluating business investments within and across portfolios



**Figure 2.6.8: Relative Contribution Visualization for Initiatives**

# 10- Provides a framework for evaluating business investments within and across portfolios



- HW/SW failure recovery
- Major disaster recovery
- Change control
- Current state of process and information
- Application status
- Technical platform status
- Information security status
- Level of customization
- Vendor partnership
- Staffing situation



Source: Direction Informatique <http://bit.ly/LvERdC>

# Les 10 raisons d'aimer le BIZBOK - en résumé

1. **Fournir le vocabulaire commun pour décrire l'Entreprise**  
(Shared business vocabulary)
2. **Fournir le contexte d'une exigence d'affaires**  
(Establish a more complete scope of a given requirement)
3. **Gérer les exigences en conflit ou en opposition**  
(Ensure that conflicting or overlapping requirements are addressed appropriately across business boundaries)
4. **Préciser comment une exigence d'affaires apporte de la valeur aux acteurs de l'entreprise**  
(Value streams provide clarity as to how a given business requirement delivers value to specific business stakeholders)
5. **Relier les exigences de la stratégie jusqu'au déploiement de solutions**  
(Formalizes the traceability of requirements from strategic direction through solution deployment)
6. **Identifier les manques entre les proposition de valeur et les canaux de livraison**  
(Identify capability gaps/overlaps, misalignment between value propositions, and delivery channels)
7. **Uniformiser le travail des analystes**  
(Limits variation in requirement definition and structure from analyst to analyst)
8. **Donner un contexte aux user stories et aux cas d'usage**  
(Help frame user stories and use cases within the context of value streams and capabilities)
9. **Prioriser les exigences en fonction des besoins d'affaires et de leur impact**  
(Prioritize requirements based on business need and impact)
10. **Fournir un canevas pour évaluer les investissements**  
(Provides a framework for evaluating business investments within and across portfolios)

## Quoi faire à partir d'ici?

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1. S'abonner au Business Architecture Guild (\$125/an)  
[www.businessarchitectureguild.org](http://www.businessarchitectureguild.org)
2. Lire sections du BIZBOK liées à l'analyse d'affaires
  1. Section 2: concepts importants d'architecture d'affaires
  2. Section 6.3: aligner les besoins d'affaires avec l'AA
3. Inclure une section d'architecture d'affaires dans vos documents d'analyse d'affaires



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## Pour me suivre au delà de cette présentation:

Mon blog sur la transformation numérique des affaires  
[www.scoop.it/t/digital-transformation-of-businesses](http://www.scoop.it/t/digital-transformation-of-businesses)

Quelques exemples d'Architecture d'Enterprise  
[bit.ly/1f4Uvu2](http://bit.ly/1f4Uvu2)

Mon cours sur l'Architecture d'Enterprise aux HEC de Montréal  
[bit.ly/10pRzmc](http://bit.ly/10pRzmc)

# Références

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- [www.flickr.com/photos/bob\\_august/4035460577](http://www.flickr.com/photos/bob_august/4035460577)
- [www.flickr.com/photos/50226779@N07/15080974591](http://www.flickr.com/photos/50226779@N07/15080974591)
- Direction Informatique [bit.ly/LvERdC](http://bit.ly/LvERdC)