

# Collaboration between IT architects and Business analysts for achieving business agility

Martin Kulov

Association of Software Engineers

# Who is Martin Kulov?

- Long time community leader
- Awarded 11 years as Microsoft MVP
- Founder of Association of Software Engineers
- Founder of DevReach conference
- Founder and leader of many user groups
- Speaker at many local and international events
- Trainer, coach and consultant
- Helping IT teams achieve their best potential

# What is ASE

- Association of Software Engineers is a non-profit organization supporting all participants in the processes of planning, development, implementation and maintenance of software systems and applications.
- Founded in 2014 we strive to promote best practices and life long learning for software engineers through events, training programs, networking and collaboration working with local and global partners

# What is IASA Global

- Worldwide Community of IT architects
- Focused on the architecture profession
- Committed to improving the quality of the IT architecture
- Reaches approximately 80,000 architects located in over fifty countries

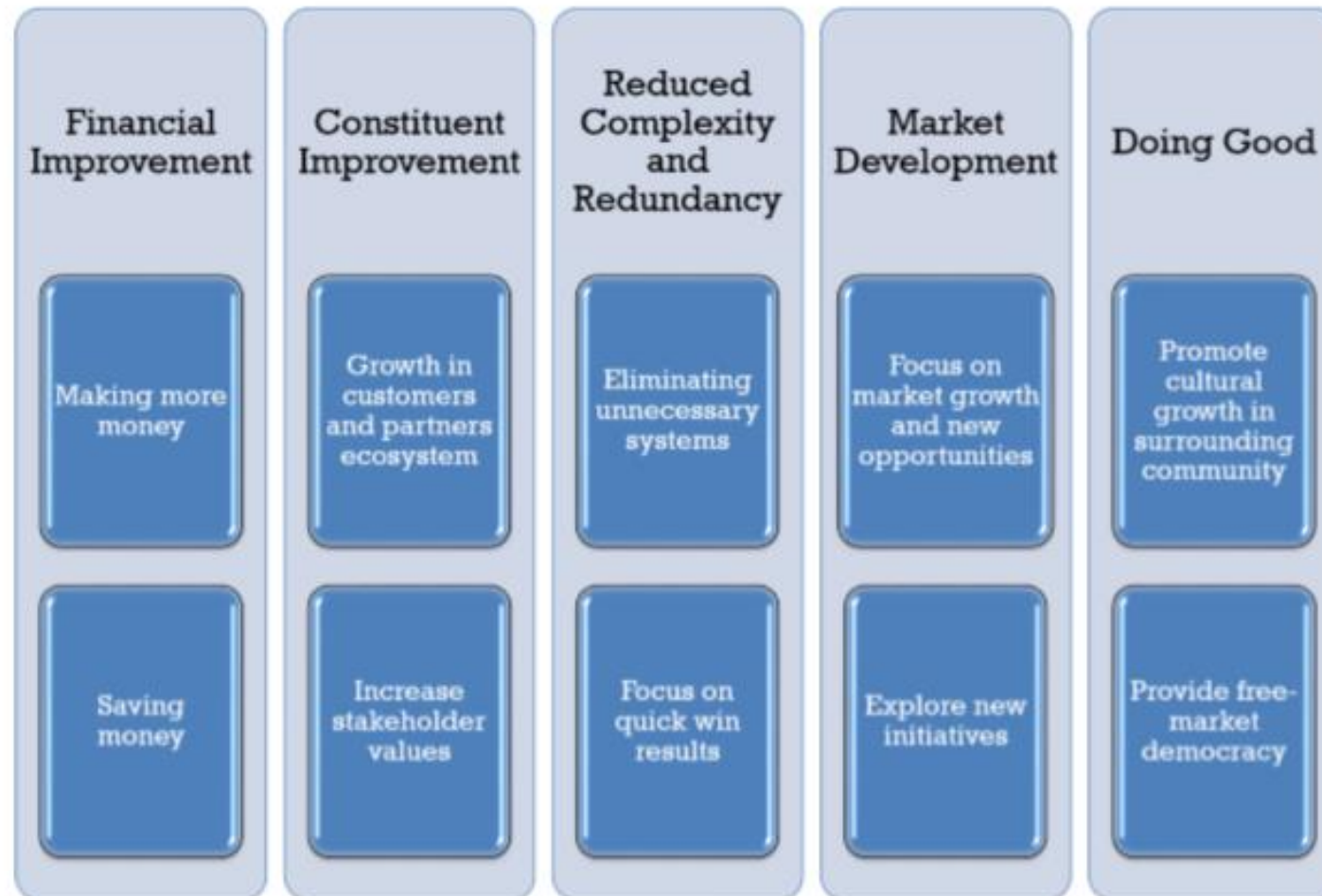
# Why we are here today?

- To ensure there is alignment between business need and an IT solution
- To deliver a solution
- We often talk to business about uptime, data processed, etc
- Business people talk about delivery of annual key objectives
- Many CIOs fail in their job because of that

# How and Why do you describe value?

- The value of a solution should be obvious to everyone
- It should not be questioned when project was funded, delivered successfully, and operational

# What is value?



# Describing the business value

- Enabling new capability which helps a business make more money
- Rationalization projects that help with reducing the cost of existing IT
- Identify key metrics of business success we
- Consolidate success stories to provide evidence to the CIO



# What about IT Architects

# IT Architect is the technology strategist for the business



# Challenges

- Lack of understanding of the architect specialization
- No direct authority as an architect
- Misalignments between technology and “the business”
- Overcoming ad hoc infrastructures

# There are different flavors

- Infrastructure
- Software Architect
- Business Architect
- Information Architect
- Enterprise Architect

# Infrastructure Architect

- Provides strategic uses of infrastructure, network, and operations as an asset
- Create and deliver technology strategies to optimize the use of technology resources related to hardware and physical system
- Works regularly with business, information and software architects to ensure the overall health of the organizations infrastructure and to optimize technology strategy delivery
- Mastered the design, delivery and maintenance of hardware and network technologies throughout the organization

# Information Architect

- Directs the use, integration and storage of information
- May focus in one particular form such as usage focused strategy, information storage or other elements of information architecture
- Must consider all elements of information architecture in the organization or customer base
- Mastered the management of information across and within their industry
- Work to ensure that information is used to the best advantage of their organization or customer

# Business Architect

- Leadership of business initiatives through technology strategy
- Participating in the development of a business strategy to accomplish specific business goals
- Provide innovation and opportunity recognition within business units
- Mastered the delivery of value through technology support of business strategy
- Understanding of business valuation, business process and business strategy delivery
- Advanced skills in human dynamics

# Software Architect

- Mastered the value, use, development and delivery of software intensive systems
- Developed skills in software development lifecycles, software engineering and software design
- Responsible for the value generated from software systems or system of systems within their direct supervision
- Ensure value is delivered for investment and feed resulting valuation results into the business, information and infrastructure areas
- Fully developed their abilities to understand the costs and revenue generated from software elements as well as the process for delivery



# Solution Architect

- Mastered the fundamental skills in architecture and has been a practicing architect within delivery based organization
- Responsible for delivery on one or more projects within the scope of the business case for the solution
- Optimize the value of a solution to an organization through delivery and reduce owner risk in its delivery while ensuring the solution meets all compliance and regulatory which impact the system

# Enterprise Architect

- Mastered the fundamental skills in architecture and has been a practicing professional architect within one of the specializations prior to moving into the enterprise architecture practice
- Lead the architecture teams within an organization
- Must have learned the value of the existing specializations and proven their ability to lead the cross-functional architecture teams to success
- Business technologist in the largest sense of the term
- Demonstrate value to shareholders and stakeholders alike through the delivery of innovative strategy

# CITA-F Training

- ASE partners with IASA
- Provider of CITA-F trainings for Bulgaria
- <http://iasaglobal.org/education-training/architect-core>



# Compare with Business Analyst

# Who is Business Analyst?

- Performs business analysis activities, no matter what their job title or organizational role may be
- Business analysis practitioners include not only people with the job title of business analyst, but may also include business systems analysts, systems analysts, requirements engineers, process analysts, product managers, product owners, enterprise analysts, business architects, management consultants, or any other person who performs the tasks described in the BABOK® Guide, including those who also perform related disciplines such as project management, software development, quality assurance, and interaction design.

# What is Business Analysis?

- Set of tasks and techniques used to work as a liaison among stakeholders in order to understand the structure, policies, and operations of an organization, and to recommend solutions that enable the organization to achieve its goals
- Involves understanding how organizations function to accomplish their purposes, and defining the capabilities an organization requires to provide products and services to external stakeholders
- Define organizational goals, how they connect to specific objectives, determining the courses of action to achieve those goals and objectives
- Define how the various organizational units and stakeholders within and outside of that organization interact
- Define and validate solutions that meet business needs, goals, or objectives

# Clearing the confusion

# Industry Today

- Too broad definitions
- Too immature industry
- Too much legacy



Q: How many of you hold BA  
work position?

Q: How many of you hold any IT Architect position?

# Key Differences

# Focus

- Project vs Enterprise position
- BA tends to be project focused (vertical)
- IT Arc is across the org (in some cases)

# Command and Control

- BA is commonly received as junior Business Architect
- BA works in predefined application and technology environment
- IT Arc usually have the authority and influence decision making
- Business Architect works at strategic level

# In Touch with Technology

- BA does not have tech background
- IIBA defines three parts of project lifecycle:
  - Controlled Start, Controlled Middle and Controlled End
- Most IT Arcs are former Senior Devs
- They know technology is hard to implement and predict

# Talking to Architects is easy

- They both have common goal
- Make sure you talk to the right one though
- Your best friend is Business Architect
- BA and BA search generates >200k results

# Detailed Comparison

## Business Architect

## Business Analyst

<b>Why</b>	To uncover the gaps between strategic needs of a business unit, and their abilities to meet those needs, and to charter initiatives to fill those gaps.	To develop and document the detailed knowledge of a business problem that an initiative has been chartered to address.
<b>How</b>	Analysis of future-looking strategies, capturing of capabilities, and modeling of inter- and intra- business relationships needed to discover the key capability gaps that a business must be prepared to face, along with the development of cross-functional roadmaps to address them. System requirements are NOT captured.	Interviews with existing business stakeholders and SMEs to elicit business rules, understand processes, information, and systems in use, and detailing the consequences (intentional or not) of making a business change to address a specific issue. The primary result of this activity is the document of System Requirements.
<b>When</b>	Ongoing process that is triggered by periodic strategy cycles within a business	As-needed activity that is triggered AFTER a problem has been identified and requirements for a solution are needed.
<b>Who</b>	Business or IT Generalists with a strong understanding of business functional issues, interdependencies, and business structural concerns. Must be excellent at capability analysis. Must leverage modeling and rigorous analysis skills.	Business or IT Generalists with a strong understanding of information and application interdependencies, requirements analysis, and system development methodologies. Must be excellent at IT requirements elicitation. Must leverage modeling and rigorous analysis skills.
<b>What</b>	Business motivational models, Value Streams, Scenarios, Capability models, Heat Maps, Funding Maps, Risk maps	Business Requirements, Business Rules, Use Cases, and Detailed Business Process descriptions



# Delivering Business Value

- We need to rethink the role of BA and EA
- To be successful we need to make these two roles work together
- We need to socialize and advocate what we do
- IT should stop being cost center
- Only then we can start deliver value to business as expected

# Thank you

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# Resources

- ITABoK 1.5
- BABOK 2.0
- <https://blogs.msdn.microsoft.com/nickmalik/2012/04/06/the-difference-between-business-architect-and-business-analyst/>
- <https://www.quora.com/What-is-the-difference-between-a-Business-Architect-and-a-Business-Analyst>
- <https://ingenia.wordpress.com/2011/05/23/the-difference-between-a-business-architect-and-a-business-analyst/>
- <http://searchmicroservices.techtarget.com/tip/The-business-analyst-vs-the-enterprise-architect>