WHITE PAPER

31 March 2017

Revised: 03/12/2018

S2E consulting

The Value of Business Architecture

New mindset, new results

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The Value of Business Architecture

Audience

This white paper is primarily designed for Business Architecture Practice Leaders and Business Architecture Practitioners. It is also helpful for executives or any other business or IT roles who would like to gain a more in-depth understanding of the value and application of business architecture.

At a Glance

The need for business architecture has never been greater than it is now.

Most organizations have evolved to become tremendously complex structures which are now colliding with a world where constant change is the new normal. Business architecture is essential for simplifying organizations and enabling a more effective approach to executing business direction.

Simply stated, there are three key value propositions provided by business architecture.

The primary value of business architecture is to facilitate change, especially from an enterprise perspective. As a result, the first and potentially most important value proposition is to bridge strategy and execution. The second is to simplify complex environments. The third is an inherent benefit derived from building and using a business architecture, and that is to create shared language and visibility.

The value of business architecture can be challenging to articulate.

Knowing the reasons for these challenges can provide helpful context for interacting with others. Business architecture is "relatively new" in comparison to some other functions and disciplines, it is not "standalone" but rather helps other teams to be more effective, and it introduces an enterprise mindset which changes culture and behavior.

Articulating the value proposition of business architecture is the first step for any practice.

Create a compelling case for business architecture with a clearly and simply stated value proposition, identify a sponsor(s) and advocates who value an enterprise mindset, and continually demonstrate the value of business architecture.

Business architecture introduces a new mindset which can lead to new results.

The business-focused, enterprise-level blueprint and approach enabled by business architecture provides an opportunity to shift the mindset of an organization to work top-down, with true enterprise collaboration—instead of in business unit silos. This type of thinking can also benefit organizational ecosystems and even societies overall.

Introduction

As Simon Sinek wisely asserted, "People don't buy what you do; they buy why you do it." As it pertains to business architecture, never has a truer word been spoken. Business architecture is an enterprise-wide, business-focused view of an organization, but this "what" in no way conveys the magnitude of its potential or value. At the heart of it, the creation and usage of business architecture implies a much bigger mindset shift within an organization—from a siloed business unit and "inside-out" focus to an enterprise and "outside-in" focus.

The value of business architecture has been a topic of much discussion and confusion. This is due to a number of factors, not the least of which is a misconception about what business architecture is and is not, and where it fits within a strategy execution context.[1] Comparatively speaking it is also a relatively new discipline and helps to make other disciplines and functions more effective, making its individual value proposition more challenging to articulate.

Describing the value of business architecture can also be a challenge because it enables so many different business scenarios. As a result, this white paper aims to distill the value of business architecture[2] into a few key points, grounded in why the discipline is so relevant now. This is not to oversimplify the richness or variety of business architecture applications, but rather to describe the overall case for business architecture in terms that can be simply communicated to others as a starting point. The paper also includes a brief discussion on how to communicate the value of business architecture within an organization.

This white paper is intended to be shared with others who are new to the discipline as well as provide insights that business architecture practitioners can draw from and incorporate into their own material along with the other perspectives available, including the emerging body of scenarios and case studies.[3]

The Case for Business Architecture

The need for a documented business architecture is often questioned, especially considering that most organizations have existed without one for decades and have been successful in spite of it. Business architecture is only now starting to emerge as a topic of discussion in the executive and academic communities. While business architecture has always been

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[1] According to the Federation of Enterprise Architecture Professional Organizations (FEAPO), Business Architecture "represents holistic, multidimensional business views of: capabilities, end-to-end value delivery, information, and organizational structure; and the relationships among these business views and strategies, products, policies, initiatives, and stakeholders." A solid understanding of what business architecture is as well as how it fits within a strategy execution contexts is helpful background for this white paper. See for example, "What is Business Architecture?" white paper by Whynde Kuehn, S2E Consulting Inc., March 2017.

[2] While the focus of this white paper is business architecture, the value described also applies to enterprise architecture. In fact, the collection of enterprise architecture disciplines including business architecture, application architecture, data architecture and technical architecture are all necessary to achieve the results described here.

[3] See *A Guide to the Business Architecture Body of Knowledge® (BIZBOK® Guide)*, Parts 4 and 7 for business architecture scenarios and case studies.

important for any organization, regardless of type or size—and arguably a missing piece—the case for business architecture has never been stronger than it is now.

Why is Business Architecture Needed Now?

We are operating in a new world, one that we've never experienced before. As shown in Figure 1, through growth, organizations have evolved to become tremendously complex structures which are now colliding with a world where constant change is the new normal. The combination of these two factors makes business architecture now critical for both simplifying environments and shifting to a more effective approach when executing business direction.
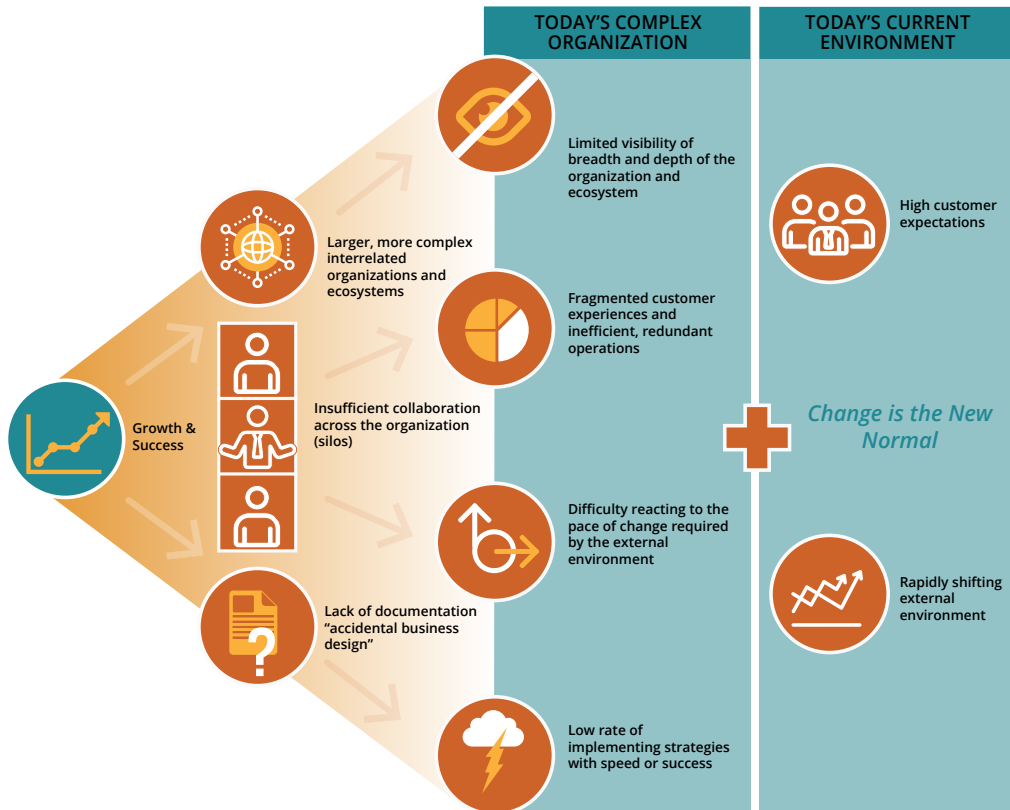

Figure 1: Complex Environments Meet a World of Constant Change

Complex Environments

The progression shown in Figure 1 is a common story for many large organizations. Growth and success through new markets, new products and services, as well as mergers and acquisitions, led to larger and more complex organizations with highly interrelated business units (internally) as well as organizations in the ecosystem (externally). Due to potentially outdated organizational structures, motivation mechanisms and even sheer size, these organizations now tend to think and operate primarily in silos without sufficient collaboration. With the pace of change, many lack appropriate documentation of the business and IT environment

and may have some instances of "accidental" business design where poor decisions were made unknowingly or with compromise.

The current situation has now led to the complex environments that many organizations find themselves in today: with limited visibility to all they do, inefficient and redundant operations that are not only costly but lead to fragmented customer experiences, difficulty reacting to the necessary pace of change, and a low rate of implementing business direction with speed or success. Maintaining inefficient environments can also increase risk and require a substantial portion of budget, taking away from the funding available to invest in transformation and innovation.

There are a couple key sources of complexity, both of which can be addressed through intentional decision-making and design. The first is related to an organization's business model and ecosystem,[4] which may include a wide range of customer segments, channels, locations, products and services, and partners. The second is an organization's operating environment, inclusive of its people, process and technology. Organizational silos often introduce redundancy in how various capabilities are carried out, creating duplicate responsibilities, processes and system applications. Not considering the end-to-end view, these silos also can lead to inconsistency and a lack of integration.

A World of Constant Change

Keeping up with the external environment is an entirely new challenge. Customers have high expectations, demanding what they want, how they want it, and when they want it around the clock. Competition and disruption now come from within and outside of one's industry. New technologies and innovations require business model reinvention and rethinking the very ways in which we do business and structure our societies. The landscape is constantly shifting as a result of mergers and acquisitions, the political atmosphere, and new regulations and governance.

Many organizations are investing in digital transformation and other change initiatives, but it doesn't stop there. Even once implemented, there will be a continual stream of change required to meet customer expectations and adapt to the shifting external environment. Constant change at an increasing pace is the new normal.

As organizations react to all of this change, it results in new strategies, transformations, mergers and acquisitions, innovation ideas, regulatory changes and other operational changes—all of which metaphorically go into one "funnel" for assessment and execution across the enterprise, as shown in Figure 2.

However, it typically does not work this way in practice. Instead of collectively assessing the impact and priority of all potential changes from an enterprise perspective and then taking a top-down approach to defining, designing, planning and executing them across business

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[4] The *BIZBOK® Guide* defines a business ecosystem as "One or more legal entities, in whole or in part, that exist as an integrated community of individuals and assets, or aggregations thereof, interacting as a cohesive whole towards a common mission or purpose." An organization's ecosystem includes both the legal entities of which it is comprised as well as those with which it interacts externally.
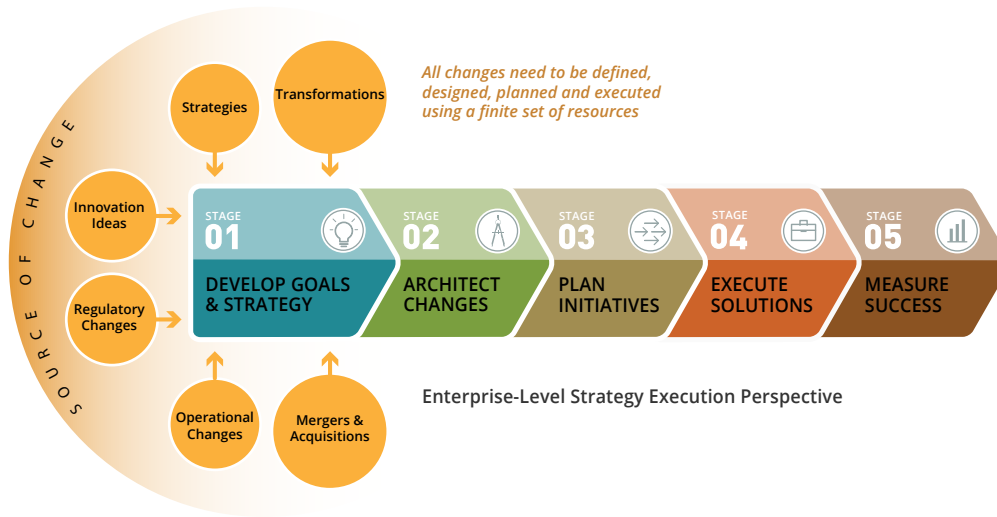
Figure 2: Sources of Change for Enterprise Execution

units, individual business units or product areas may set, translate and execute direction in silos. Even if there is coordination with other business units, this approach often results in competing or misaligned strategic direction, gaps in strategy communication and translation, redundant or conflicting business and IT solutions, and investments that do not align with the highest priorities. The inefficiency of this approach can also create even more complexity and technical debt as well as slow the pace and success with which business direction is executed.

Going forward, organizations cannot afford to have this level of inefficiency. It may have worked until now, but the pace of change and intensity of competition requires a new approach. Organizational environments must be simplified and business direction needs to be executed with speed and coordination. Even organizations that are currently working well could benefit from enhancing their approaches for greater success.

As the world of constant change has collided with tremendous organizational complexity, the need for business architecture has never been greater to enable simplicity and a more effective approach to executing business direction.

What is the Value of Business Architecture?

With the current reality as a backdrop, the key question is: how does business architecture answer the need for organizations to work differently and more effectively? Three key value propositions for business architecture are defined below, but first here is the value of business architecture as summarized by the Business Architecture Guild®:

"The value of business architecture is to provide an abstract representation of an enterprise and the business ecosystem in which it operates. By doing so, business architecture delivers value as an effective communication and analytical framework for translating strategy into actionable initiatives. The framework also enhances the enterprise's capacity to enact transformational change, navigate complexity, reduce risk, make more informed decisions, align diverse stakeholders to a shared vision of the future, and leverage technology more effectively." [5]

	Bridge Strategy & Execution	Simplify a Complex Environment	Create Shared Language & Visibility
Value Proposition	Assess and rationalize potential changes using an enterprise business lens, design changes and plan initiatives top-down across business units, align objectives with initiative results	Identify opportunities for simplification in the business and IT environment using an enterprise business lens	Create a common vocabulary, mental model and framework for communication and analysis, provide transparency
Example Scenarios	Strategy and Innovation Translation, Transformation, Product Management, Mergers and Acquisitions, Regulatory or Operational Change Execution, Project Portfolio Management	Business Health and Performance Management, Application Portfolio Management, Business Capability Outsourcing	Risk and Compliance Management, New Associate Onboarding, Clarity in Associate Communications
Key Results	Decrease time to market for strategies and other changes to increase revenue and compete; enable re-planning for new strategies and changes	Improve customer experience, increase agility, reduce cost, reduce risk, improve quality	Increase agility, reduce risk, ensure compliance

Figure 3: Three Key Value Propositions of Business Architecture

The primary value of business architecture is to *facilitate change*—and never has there been a time when this capability has been more important to organizations. The ability to move business direction into action, and constantly innovate and adapt to change, has now become competitive advantage in itself. The concept of enabling change is reflected in the statement above, as well as in the three value propositions described in Figure 3, especially the concept of bridging strategy and execution.

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[5] From *A Guide to the Business Architecture Body of Knowledge® (BIZBOK® Guide), Part 1.*

Business Architecture Bridges Strategy and Execution

With a documented enterprise level business architecture (and IT architecture) as well as business architects (and IT architects) in place, there is an opportunity to shift the mindset of an organization to work top-down, with true enterprise collaboration—instead of in business unit silos. From this perspective, all potential changes to the business and IT environment in the "funnel" can be cataloged and assessed from a business perspective using the business architecture blueprint, and then collectively architected. The resulting target architecture(s) can then be scoped into initiatives in the most effective way across business units—without redundancy, conflicts or dependency issues. This approach not only ensures that the resulting set of initiatives are aligned to the highest priorities from an enterprise perspective, but the traceability from objective through the business architecture to initiatives also allows for measurement to ensure initiatives actually deliver on the expected results.

Shifting strategy execution to a top-down enterprise approach requires more than business architecture and business architects; it also requires a mindset shift, potential structural changes, and a deliberate process. However, it is worth the investment because organizations have finite resources, including time, people and funding, so the key is to focus those resources on the most important things in the most effective way. A new mindset leads to new results, and business architecture is a critical part of this shift. [6]

This value proposition applies to any situation where business direction and objectives need to be implemented in the business and IT environments to make them real. For example, this includes scenarios such as strategy and innovation assessment and translation, business transformation (including "digital transformation"), product management, mergers and acquisitions, regulatory or operational change execution (e.g. legacy modernization) and project portfolio management. The benefits include decreased time to market for products, strategies and other changes, leading to increased revenue and an improved ability to compete. It also allows for quicker re-planning when business direction changes.

Business Architecture Simplifies Complex Environments

Business architecture helps to identify opportunities for simplification in the business and IT environment using an enterprise business lens, both as it pertains to an organization's business model and its operating environment. In this scenario, the same business architecture blueprint is leveraged more as a framework for analysis and communication versus as a mechanism for translating business direction as described in the previous value proposition. For example, system applications can be overlaid on an enterprise business architecture capability map in order to identify potential redundancy and risk from a business perspective. Any potential changes to applications can also be prioritized relative to the importance of the business capability based on its strategic significance and strategy contribution. Of course any potential changes resulting from any types of analysis ideally go through the "funnel" to be prioritized, designed and planned from a top-down enterprise perspective along with all others.

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[6] For more information on this top-down enterprise strategy execution approach and business architecture's role in it, see "The Strategy Execution Metanoia" white paper by Whynde Kuehn, S2E Consulting Inc., April 2017

This value proposition applies to any situation where an objective enterprise business lens is needed to help rationalize, visualize and make decisions related to the business or IT environment. For example, this includes scenarios such as business health and performance management, application portfolio management and business capability outsourcing. While reducing complexity certainly has its own benefits including reducing cost, reducing risk, increasing quality and improving customer experience, a simpler environment also increases an organization's agility allowing for quicker implementation of the constant but necessary stream of changes.

Business Architecture Creates Shared Language and Visibility

While the first two value propositions are more likely to be the driver for establishing business architecture within an organization, the ability to create a shared language and visibility has powerful benefits, even if some of them are intangible. The process of building and using a business architecture inherently creates a common vocabulary and "mental model," giving everyone in the organization a shared language for communicating and the same view of the organization in their minds. This leads to more effective conversations and solutions since teams no longer need to spend time debating what terms mean or addressing misunderstandings. It is hard to quantify how much time is potentially wasted in conversations and how much rework is necessary due to a lack of common understanding. Business architecture also provides a high level representation of what an organization does, which in and of itself can be a benefit. Having this persistent view saves time during impact analysis, current state analysis and onboarding, as the information is readily available without having to rediscover it.

This value proposition applies to any situation where a common, high level view of the organization and its language is needed for educational, analysis or transparency purposes. For example, this includes scenarios such as risk and compliance management, new associate onboarding and overall clarity in associate communications. The benefits include increased agility, reduced risk and an increased level of compliance.

Organizations have finite resources, including time, people and funding, and the key is to focus those resources on the most important things in the most effective way. We need a new mindset for new results and business architecture is a critical part of the shift.

How is Business Architecture Used in Various Scenarios?

The table that follows illustrates how business architecture can be used in some common scenarios. [7]

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[7] See *A Guide to the Business Architecture Body of Knowledge® (BIZBOK® Guide)* Part 4 for additional business architecture scenario information.

	Scenario	Business Architecture Usage
Bridge Strategy and Execution	**Strategy and Innovation and Assessment and Translation**	• Assess business and IT impacts of strategies and innovation ideas • Rationalize and align strategies, objectives and innovation ideas • Identify additional business applications for innovation ideas • Translate strategy and innovation objectives into architectural changes and initiatives (facilitate strategy execution life cycle)
	Business Transformation (including Digital Transformation, shifts from product to customer-centricity, etc.)	• Assess business and IT impacts of transformations • Translate transformation objectives and customer experiences into architectural changes and initiatives (facilitate strategy execution life cycle)
	Product Management	• Assess business and IT impacts when introducing new products or services or making changes to existing ones (e.g. identify which value streams and capabilities are necessary to have in place for a new product or service) • Translate product direction into architectural changes and initiatives (facilitate strategy execution life cycle)
	Mergers and Acquisitions (and Divestitures)	• Evaluate strategic and business model alignment and assess business and IT impacts pre-deal • Facilitate integration post-deal by comparing business and IT environments across organizations, identifying changes needed, and architecting changes and defining initiatives for both organizations (facilitate strategy execution life cycle)
	Regulatory or Operational Change Execution	• Assess business and IT impacts of making regulatory or other operational changes (e.g. identify which value streams and capabilities are impacted by a change in regulations) • Translate change objectives into architectural changes and initiatives (facilitate strategy execution life cycle)
	Project Portfolio Management	• Assess planned investments within and across portfolios from an enterprise business perspective (e.g. capability map) to identify initiatives which are potentially redundant or misaligned with strategic priorities
Simplify a Complex Environment	**Business Health and Performance Management**	• Assess and maintain business health (e.g. effectiveness, level of automation) and performance management scores from an enterprise business perspective (e.g. value streams and capabilities) and use them to identify opportunities for improvement now or when they become strategically relevant
	Application Performance Management	• Assess system applications from an enterprise business perspective (e.g. capability map) to identify which are potentially redundant, have a high level of risk or have other opportunities for improvement
	Business Capability Outsourcing	• Identify candidate business capabilities to outsource based on their strategic significance and strategy contribution as well as business health and performance scores

	Scenario	Business Architecture Usage
Create Shared Language and Visibility	**Risk and Compliance Management**	• Assess risks or compliance from an enterprise business perspective (e.g. capability map and value streams) to identify areas requiring focus or improvement • Demonstrate operations at a high level to support compliance or audit conversations
	New Associate Onboarding	• Share business architecture with new internal or external associates to provide them with an overview of what the organization does as well as the language used
	Clarity in Associate Communications	• Use business architecture terminology and blueprints as the common foundation of understanding when engaging in conversations and design sessions

Communicating Business Architecture Value

While establishing and making a case for business architecture within an organization is a bigger topic for discussion, an overview of challenges and recommendations for communicating value is below. As the business architecture discipline continues to be practiced and as targeted industry efforts continue to permeate executive suites and the academic community, communicating value will become easier and less of a burden on the individual business architecture leaders and practitioners in each organization.

Why is it a Challenge to Communicate the Value of Business Architecture?

The value of business architecture can be hard to articulate. Many business architecture leaders and practitioners feel like they are constantly "selling" the discipline within their organizations. While there are cases where business architecture was sponsored from the top, the introduction frequently begins with one or more champions in an organization until it gains traction. It is important for anyone advocating for or working with business architecture to understand the common perceptions and challenges related to communicating value, which can provide helpful context for interacting with others.

The value of business architecture can be challenging to communicate because:

• **Relatively speaking, business architecture is "new" in comparison to functions and disciplines that have been around for decades** – This fact alone means that more time is required for education and adoption. In addition, some people can interpret the introduction of business architecture as an implication that they were previously missing something or doing something wrong.

• **Business architecture is not standalone; it connects the dots and makes other functions and disciplines more effective** – Business architecture is not about creating deliverables and handing them off. On the contrary, the value is in the process, such as aligning people to a common language or vision of the future. Business architecture can be misunderstood as an overlapping or competing discipline, though this is never the case when implemented with the proper scope and integration points.

- **Business architecture introduces an enterprise mindset that challenges culture and behavior** – Business architecture is most effectively leveraged for cross-business unit decision-making, strategy alignment, design, planning and execution. While this benefits the organization as a whole, this type of cross-business unit collaboration and transparency can challenge the silos of decision-making, investment and operational responsibility that are currently in place—and may not be welcomed by individuals who prefer the status quo.

What is the Best Way to Communicate the Value of Business Architecture?

Defining the key stakeholders and value proposition for business architecture is an essential step and should be the first activity performed when establishing a new practice. This information will guide decision-making for the practice such as how to measure success, what activities to focus on, and what type of business architects to hire. Not having a clear picture of the stakeholders and value proposition for business architecture is like starting a company without knowing what products will be sold or to whom they will be sold. A few key recommendations for communicating the value of business architecture are below.

- **Build the case for business architecture** – Business architecture teams often skip this step because the need for and value of business architecture is so evident to them. This leaves others to connect the dots for themselves and they may conclude that the challenges and opportunities which business architecture could address are not that pressing or important.

  A solid case for business architecture should articulate:

  · Relevant challenges and opportunities that exist within the organization, grounded in a discussion of why they exist now
  · Impact of not addressing challenges or loss potential from not addressing opportunities (quantified where possible)
  · Value proposition of business architecture, clearly and simply stated (see next bullet)
  · Expected benefits of introducing business architecture (quantified where possible)

- **State the value proposition of business architecture for your organization in a clear, simple and compelling way** – The key is to simplify and tailor the message to the organization and align it to strategic priorities. Business architecture can be leveraged for many different scenarios, but it is best to describe the value proposition with no more than two or three outcomes. The language and methods used for communication are also important. Use compelling and simple business language versus complex, academic language, and leverage the variety of creative communication formats that are available today.

- **Identify a sponsor(s) and advocates that care about the enterprise perspective** – There can be resistance to business architecture not only because it is a new discipline, but because of the enterprise mindset and transparency it introduces. As a result, it is important to find a sponsor(s) and advocates for the business architecture team and activities who care about the big picture, cross-business unit collaboration, transparency, and moving business direction into execution quickly and effectively. These people can be found anywhere within the organization, but especially so in strategy, planning, enterprise transformation or innovation, and even C Level roles.

- **Continually demonstrate the value of business architecture** – While most business architecture teams acknowledge the importance of this activity, it often falls to the bottom of their priorities, usually due to a lack of resources. However, nothing communicates business architecture value better than results. Track and tell success stories, collect quotes, and capture and report on quantifiable results from the very beginning. Build advocates who will tell stories on your behalf and influence others within the organization.

The Promise of Business Architecture

As the understanding and acceptance of business architecture grows, it will eventually reach the level of recognition that other disciplines like project management and business analysis have now. In fact, it will just become how work is done, embedded into the fabric of organizations.

In summary, those who adopt business architecture will be able to shift their organizations as shown in the table that follows:

From	To	Benefit
Direction-setting, design, planning and executing in silos leading to slow execution and ineffective solutions for the organization and all stakeholders	A top-down approach for direction-setting, design, planning and execution that crosses business units and produces the best results from an enterprise perspective	Executing business direction quicker for competitive advantage, improving customer experiences and reducing cost
Overly complex business and IT environments with increasing complexity and technical debt	Simpler environments with an active focus on reducing current and potential complexity	Reducing cost and risk as well as increasing organizational agility for future changes
Siloed tribal knowledge contained in peoples' minds	Structured knowledge at an enterprise level, readily available to anyone	Increasing quality and saving incalculable time on business and IT impact analysis versus having to spend time on rediscovery

As business architecture gains traction, the organizations who have adopted it will have a competitive advantage as they move strategies and other business changes into action quicker and more effectively than competitors. The late adopters will not only miss out on these benefits, but will be years behind if and when they do decide to invest in the discipline.

The ability to move business direction into action, and constantly innovate and adapt to change, has now become competitive advantage in itself—but this is not possible without business architecture.

The big picture thinking and approach enabled by business architecture not only benefits individual organizations, but extends to ecosystems comprised of multiple organizations and even the deliberate architecting of societies.

What if we used architecture to holistically and effectively move organizational direction into action, regardless of the type of organization: for profit, non-profit or government? How much precious resources could be saved?

What if we intentionally architected across the scope of organizational ecosystems? How much better could our integration and experiences be? Could we ensure that the outcomes of individual organizations are aligned and actually produce a world that we want to live in?

What if we architected new organizations from the very beginning when they were start-ups? How much more successful could they be in gaining support from investors and partners by being able to tell a better story and execute more efficiently? How much time and effort could be saved fixing the issues that result from growth if they could have been architected correctly from the beginning?

What if we used architecture to design and plan cross-sector social initiatives? How much more effective and impactful could they be if people were brought together around a shared language, designs and plans?

When we change our mindset we can change our results—and ultimately produce better outcomes for our organizations and societies.

Moving Into Action

Whether you are starting a new practice or maturing an established one, there are steps you can take to act upon the information discussed in this white paper.

If you are starting a new business architecture practice within your organization...

Let the steps from the "What is the Best Way to Communicate the Value of Business Architecture?" section above guide you. Use the three key value propositions described in this white paper as a starting point for your story. Remember that "why" you do business architecture will likely resonate with people more than "what" it is. Build a compelling case for business architecture, and clearly and simply articulate its value proposition to your organization. Establishing this case should be the first step you take as you start your practice before pursuing any others, including building and applying your business architecture.[8] As Simon Sinek says, "start with why."

If you have an established business architecture practice...

If you have already established a practice, then you know the importance of a clear value proposition for business architecture—and potentially the challenges that can occur from not having one. Considering the three key value propositions and other suggestions contained in this white paper, assess your own business architecture value proposition:

*   How clearly, simply and consistently articulated is it both verbally and in any written materials?

*   Is it compelling and aligned with your organization's strategic priorities?

*   Is it widely understood (commensurate with your practice maturity)?

*   Are there opportunities for expanding or evolving the value proposition or potential applications?

Identify any gaps and opportunities and take action to address them in your business architecture value proposition documentation and socialization activities.

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[8] For more information on how to establish a business architecture practice and sequence these activities appropriately, see "The Business Architecture Practice" white paper by Whynde Kuehn, S2E Consulting Inc., February 2017

About S2E Consulting

S2E Consulting Inc. is an established consulting practice dedicated to accelerating successful business transformations, with a focus on Fortune 500 companies. We help our clients to:

- Streamline the strategy-execution life cycle from end-to-end, including optimizing the project and application portfolio management processes

- Design and plan major enterprise change initiatives from a business perspective, including digital transformations and mergers and acquisitions (M&A)

- Create and mature in-house business architecture practices

- Get started with basic business architecture concepts and training

Learn more by visiting **www.s2etransformation.com**, or email **info@s2etransformation.com** or call us at +1 917 727 3244.

About the Author

Whynde Kuehn is Founder and Principal of S2E Consulting Inc. She founded S2E to help clients bridge the gap between strategy and execution, and achieve their greatest visions for business transformation in a practical and business-focused way. She has extensive experience in enterprise transformation and planning, and was a key player in one of the largest business transformations in the world. She also led one of the largest business architecture consulting practices prior to starting S2E.

With a strong track record of creating successful teams that become embedded into their organizations, Whynde most enjoys helping clients to build their own business architecture practices. She also provides business architecture training and has developed and taught comprehensive, large-scale business architecture training programs for the public and for clients.

A long-time business architecture practitioner, educator and recognized industry thought leader, Whynde regularly speaks, writes and chairs/co-chairs events with a mission to advance best practices and facilitate community across the globe. Whynde is a Co-Founder, Board Member, and Editorial Board Chair of the **Business Architecture Guild**, a not-for-profit organization focused on the advancement of the business architecture discipline. She also founded a **New York Business Architecture Community** (NYBAC), and is Co-Founder and Partner of **Business Architecture Associates**, an educational organization committed to business architecture training.

Whynde also serves as a Senior Consultant for **Cutter Consortium**, a global information technology research company. In 2014, Whynde Kuehn founded **Metanoia Global Inc**. to apply solid business approaches and design to help social initiatives and social entrepreneurs successfully start, scale, replicate, and sustain.

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