<Company Name>

<IT Architecture Project Name>
Business Perspective

Version 1.0

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Revision History

Date	Version	Description	Author
25 January 2015	1.2	New	<name>

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Business Perspective

1. Introduction

*[The introduction of the **Business Perspective** document provides an overview of the entire document. It includes the purpose, scope, definitions, acronyms, abbreviations, references and overview. Note that a separate **Glossary** is defined to support the IT architecture.]*

1.1 Purpose

This document provides a comprehensive architectural overview of the business, using a number of different architectural models to depict different aspects of the business. It is intended to capture and convey the significant architectural decisions that have been made.

*[This section defines the role or purpose of the **Business Perspective** document, in the overall project documentation, and briefly describes the structure of the document. The specific audiences for the document should be identified, with an indication of how they are expected to use the document.]*

1.2 Scope

*[A brief description of what the **Business Perspective** document applies to; what is affected or influenced by this document.]*

1.3 Definitions, Acronyms, and Abbreviations

*[This subsection provides the definitions of all terms, acronyms, and abbreviations required to properly interpret the **Business Perspective** document. This information may be provided by reference to the project's Business Glossary. Include the definitions of **Business Entity Model**, and **Business Process Model**, **Business Locations Model** and **Business Roles Model** if applicable.]*

1.4 Inputs and Constraints

[The Business Perspective is formed by considering what is needed to improve, or re-engineer, the key business processes and key business entities. These processes are represented by business activities. Important inputs are the business strategy and goals along with its current situation (i.e. current systems). It is not necessary to describe all the business inputs here -- only the architecturally significant ones. A business input is architecturally significant if:

It is critical for the long-term success of the enterprise;

It greatly influences the business strategy;

It will not be achieved with current process, resources, and infrastructure;

Changing it would have sweeping effects on the business;

It is defined to address external influences over which the business has no direct control.

However, these are not the only influences on the Business Perspective. Constraints imposed by the environment in which the business operates, the existing systems, and the imposition of various standards, regulations, and laws are all important inputs.

"Architectural drivers" *is the collective name given by some organizations for this collection of architectural* ***inputs*** *and* ***constraints****. Architectural inputs describe a desire (requirement) on the business architecture, while an (architectural) constraint imposes a restriction. A clear and considered understanding of both will result in a more lasting architecture that better meets the needs of the business.*

Not necessarily key to the definition of the Business Perspective, but ***very*** *important in the long run are non-functional requirements. This information should be gathered as part of the effort to define the Business Perspective, but will be of most use when defining the Logical and Technical Perspectives. This information includes:*

- *Transaction volumes and a characterization of frequencies;*
- *Performance requirements such as latencies;*
- *Long-term volume and performance predictions;*
- *And many other non-functional requirements.*

If there are a large number of references, structure the section in subsections, for example:

- *External documents*
- *Internal documents*
- *Government documents*
- *Non-government documents]*

2. Context and Objectives

The context, scope and objectives of the architecture are defined through the identification of business entities, business activities and business locations involved in the area of interest. Each of these aspects is defined below, along with a context diagram.

[This section identifies the context, scope and objectives for the architecture effort through the definition of the entities, activities, locations and actors involved in the business area under examination. If the scope is large, the ***Context and Objectives*** *may be defined in a separate document. The* ***Context and Objectives*** *are defined as the first step when starting into a new IT architecture project. In addition to the above a* ***Glossary*** *is also defined.]*

<entity> – Identifies the business entities used within the business or system being modelled. Business entities identify significant and persistent pieces of information that are manipulated by business actors and business workers. No structure is attempted at this point, the sole objective being their identification and creation of clear and precise definitions.

<activity> – Identifies the business activities within the scope of the architecture or project. These functions are defined using business activities, with no structure applied, the sole objective being their identification and clear and precise definition.

<location> – Identifies the locations at which the business or project has a presence.

<actor> – Identifies the actors that interact with the architecture or system being modelled. A Business Actor represents a role played in relation to the business by someone or something in the business environment.

<business rule> – Identifies the rules that the architecture or system being modelled needs to support. A Business Rule is a declaration of policy or a condition that must be satisfied. This section is optional.

<business event> – Identifies the specific events that drive the business or system. A Business Event represents a significant occurrence in the activities of the business that requires immediate action. This section is optional.

2.1 Context Diagram

[Define a context diagram that graphically depicts the scope of the system and the included activities, actors, etc.].

2.2 Objectives

[This section describes the forces within the business and its environment that shapes the business architecture, which in turn help set the objectives for the architectural effort. These are very important for focusing the architecture effort and bounding architectural decisions and understanding the consequences of those decisions. The objectives of the IT architecture effort may also be defined in terms of focus (e.g., network infrastructure, server consolidation, etc) and the desired definitions or solutions.

*Architectural drivers can be classified into **architectural goals**, which define a desire, and **architectural constraints**, which imply mandatory compliance to a particular condition. Both are largely business driven — they **must** support business goals and drivers.]*

3. Architecture Overview

The architecture presented in this document is organized into four main sections:

- **Entities** – a description of the business entities model
- **Processes** – a description of the business activities, processes and tasks in a business process model
- **Locations** – a description of the business locations portion of the business model
- **Roles** – a description of the business roles model portion of the business model

[This section describes what business architecture is for the current business, and how it is represented—an overview of what it to follow. Describe the views that will be used to represent the architecture and indicate which stakeholders each view is applicable to. Also describe what types of model elements each view contains. Typically this is the "executive overview".]

4. Business Entity Model

[This section describes the major concepts and information structures to be found within the business and its environment. This view is mandatory. These concepts and information structures (business entities) and their relationships should be shown in class diagrams. Ensure that each business entity has a description. For example, an insurance firm may have business entities such as Customer, PolicyOwner, Beneficiary, Account, Contract, Policy, Claim and InsuredObject.]

4.1 Overview

[This subsection names and defines the various model layers and their contents, the rules that govern the inclusion to a given layer, and the boundaries between layers. Include a component diagram that shows the relations between layers.]

4.2 Layer <xyz>

[For each model layer, include a subsection with its name, an enumeration of the aspects located in the layer, and a component diagram.]

5. Business Process Model

*[This section describes business activities from the model if they represent some **significant**, central capability of the final business, or if they have a large architectural coverage — they exercise many architectural elements or if they stress or illustrate a specific, delicate point of the business architecture. This view is mandatory.]*

5.1 Overview

[This subsection names and defines the various model layers and their contents, the rules that govern the inclusion to a given layer, and the boundaries between layers. Include a component diagram that shows the relations between layers.]

5.2 Layer <xyz>

[For each model layer, include a subsection with its name, an enumeration of the aspects located in the layer, and a component diagram. For each layer describe the significant aspects of the model under the following headings:]

5.2.1 Business Activities and Entities

[This section illustrates how the organization performs the architecturally significant business activities by showing how business activities and business roles and entities interact.]

5.2.2 Business Activity/Process <xyz>

[This section shows the architecturally significant business activities. Include a diagram showing these business activities in relation to the business actors and provide the description and flow of events of each of the business activities. Architecturally significant business activities are those business activities that provide broad functional coverage and/or exercise a critical part of the business. Core business activities typically provide broad coverage.]

6. Business Locations Model

[This view describes the geographic distribution of the organization structure, activities and resources. This view is mandatory. Provide a diagram showing the physical locations at which the business has some sort of presence. These locations can be addresses within the same city, different cities or different countries. Mobile or portable facilities can also be counted as physical locations.

This view provides also provides a topological overview of communication pathways within the business. Use a deployment diagram to indicate locales along with the communications between them. Associations between the 'nodes' indicate the existence of a communication link. The properties of each link can be described. Consider the subject, medium (verbal, email, video-conferencing), frequency, effectiveness, cost, direction (unidirectional or bi-directional), value and risk (impact of being intercepted/misused).]

6.1 Overview

[This subsection names and defines the various model layers and their contents, the rules that govern the inclusion to a given layer, and the boundaries between layers. Include a component diagram that shows the relations between layers.]

6.2 Layer <xyz>

[For each model layer, include a subsection with its name, an enumeration of the aspects located in the layer, and a component diagram.]

7. Business Roles Model

[This view describes the roles within the organization, the activities that they interact with and any roles structure discovered. This view is mandatory. Provide a diagram showing role interactions with business activities. Also diagram any roles structures.]

7.1 Overview

[This subsection names and defines the various model layers and their contents, the rules that govern the inclusion to a given layer, and the boundaries between layers. Include a component diagram that shows the relations between layers.]

7.2 Layer <xyz>

[For each model layer, include a subsection with its name, an enumeration of the aspects located in the layer, and a component diagram.]

8. Architectural Trade-offs

[This section of the Business Perspective describes the how the business architecture realizes the architectural goals and constraints (architectural drivers) described near the beginning of the document. It is an overview of the rationale underlying architectural decisions (Note: the complete rational is documented within each Architectural Decision). Most, or at least many, architectural drivers are conflicting, and the business architecture must therefore provide an optimal solution that satisfies the greatest number of conflicting drivers to the greatest possible extent. This implies that tradeoffs and decisions will have to be made. It is these decisions and tradeoffs that are described here.

Many conflicts and tradeoffs will surface only after the application architecture or technical architecture is considered. It is essential that the consequences of these decisions be clearly understood and documented (i.e., in Architectural Decisions).]