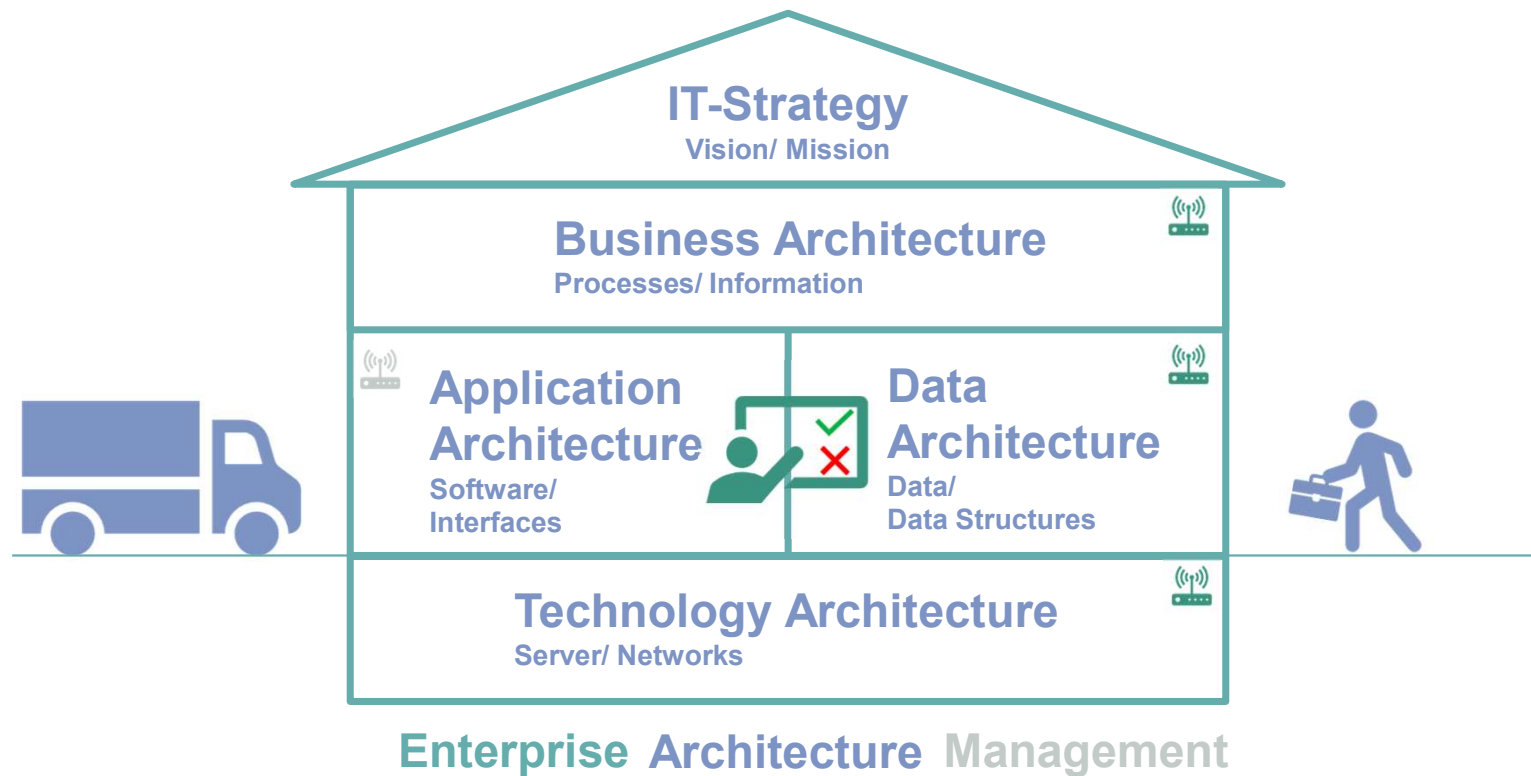


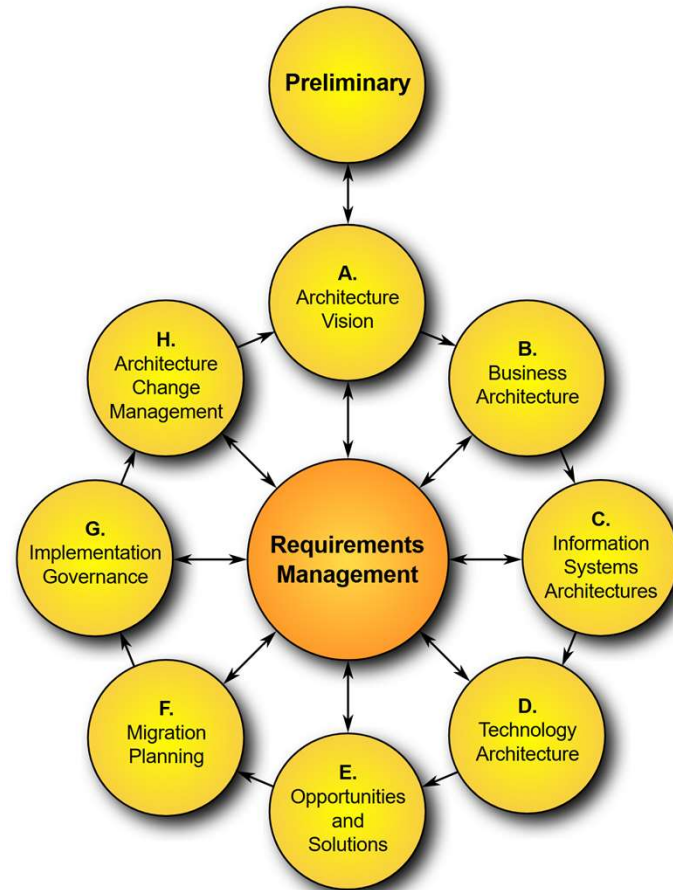
BUSINESS ARCHITECTURE

Prof. Dr. Norbert Frick

RECAP: ENTERPRISE ARCHITECTURE MANAGEMENT



RECAP: TOGAF - ADM



BUSINESS - BASICS

WHAT IS BUSINESS ABOUT?

Porter's value chain:

Firms operate chains of generic or **primary activities** in order to add value.

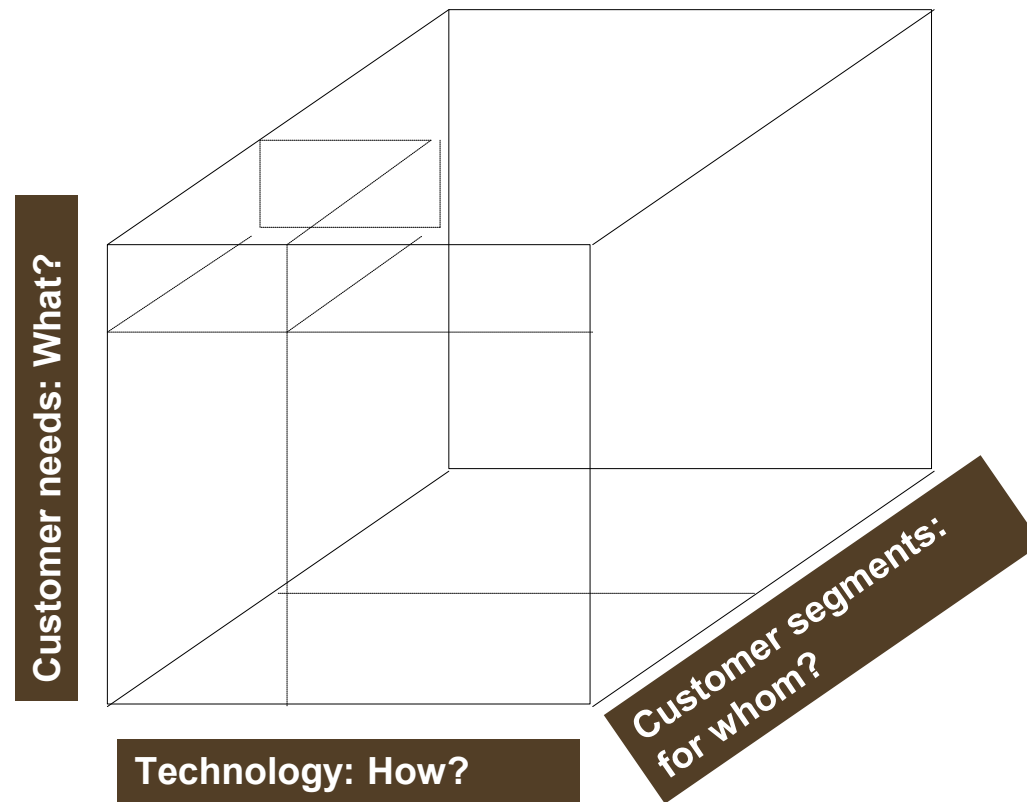
These are complemented by **support activities**

Porter, M.: Competitive Advantage: Creating and Sustaining Superior Performance, 1985



MISSION OF THE FIRM: DEFINING THE BUSINESS

Derek Abell:
**Defining the
Business: The
Starting Point of
Strategic Planning,**
1980



NOTION OF BUSINESS MODELS

- Earlier notions related to business model:
 - business idea or business plan (entrepreneurship)
 - (inter-)organizational models (management, organizational science)
 - business modelling (information systems)
- During the 1990s **business models** became the hallmark of the e-Business revolution

Disruptive new business models are emblematic of our generation. Yet they remain poorly understood, even as they transform competitive landscapes across industries.

Osterwalder, Pigneur: Business Model Generation (2009)

A BUSINESS MODEL...

represents an enterprise regarding

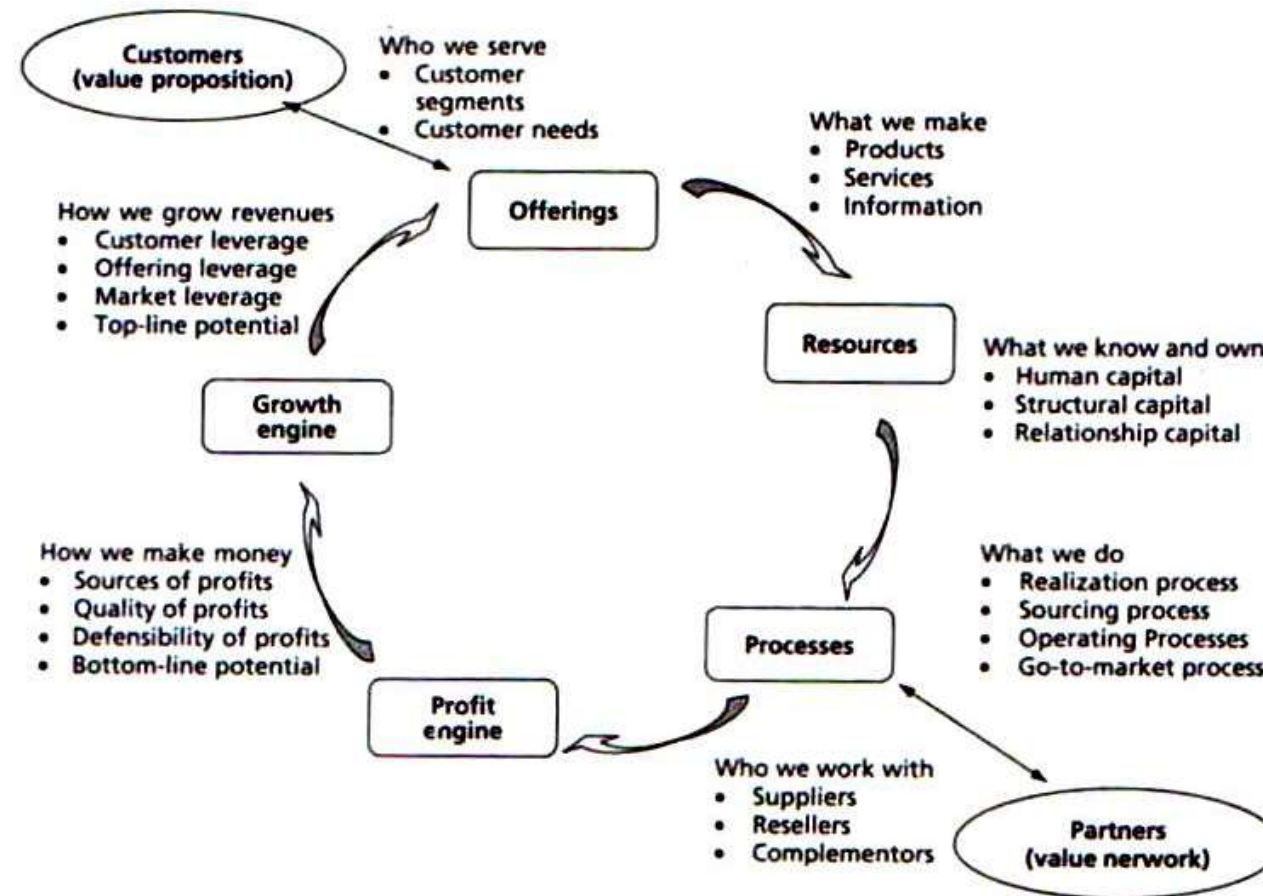
- the involved parties, their roles and their contribution to value generation (*architecture of value generation*)
- the benefit it provides for customers or other parties (*value proposition*) and
- the sources of revenue (*revenue model*).

It aims at *facilitating innovation* and to illustrate the interdependencies between its components in order to generate and evaluate ideas. Moreover, it is an *instrument of strategic planning* and communication between the involved players, investors, employees and customers.

Source: Rentmeister, Jahn; Klein, Stefan (2003): *Geschäftsmodelle – ein Modebegriff auf der Waagschale*, in: ZfB, Ergänzungsheft 1/2003, 17-30.

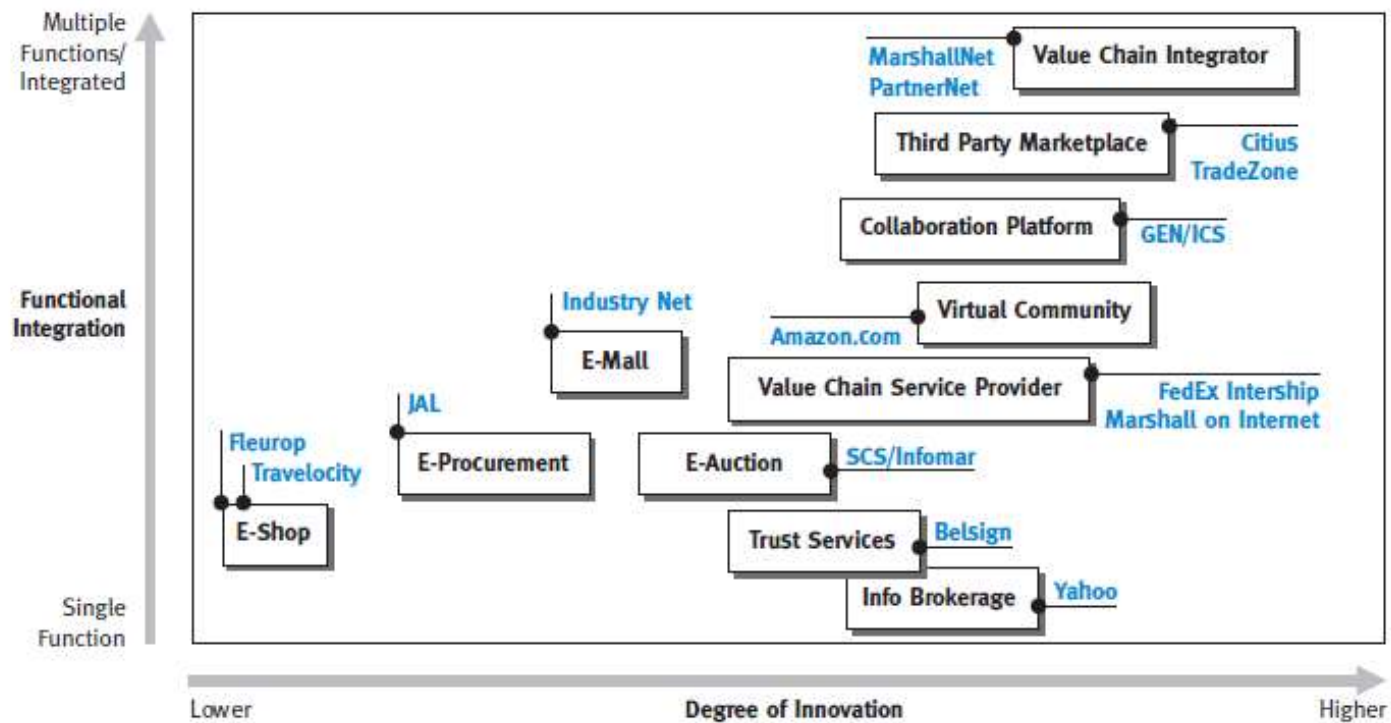
BUSINESS ARCHITECTURE

DIMENSIONS OF THE BUSINESS ARCHITECTURE



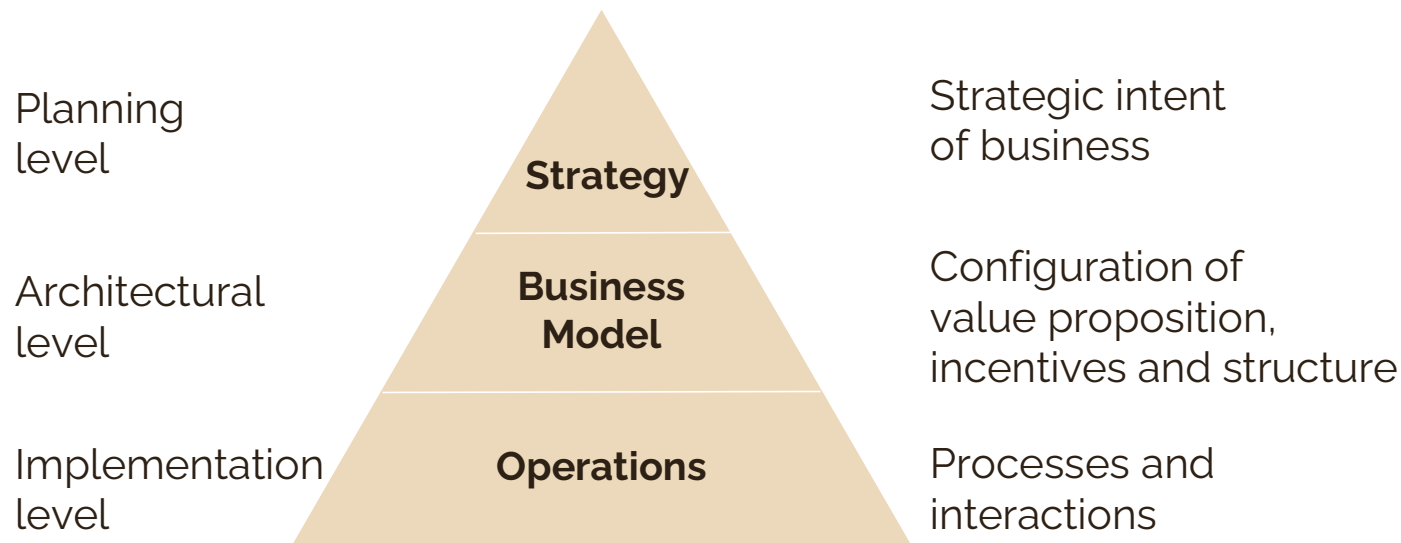
Source: Sawhney and Zabin, The Seven Steps to Nirvana: Strategic insights into e-Business Transformation, 2001. McGraw Hill, New York. Reprinted with permission.

EXAMPLES OF BUSINESS MODELS FOR ELECTRONIC MARKETS



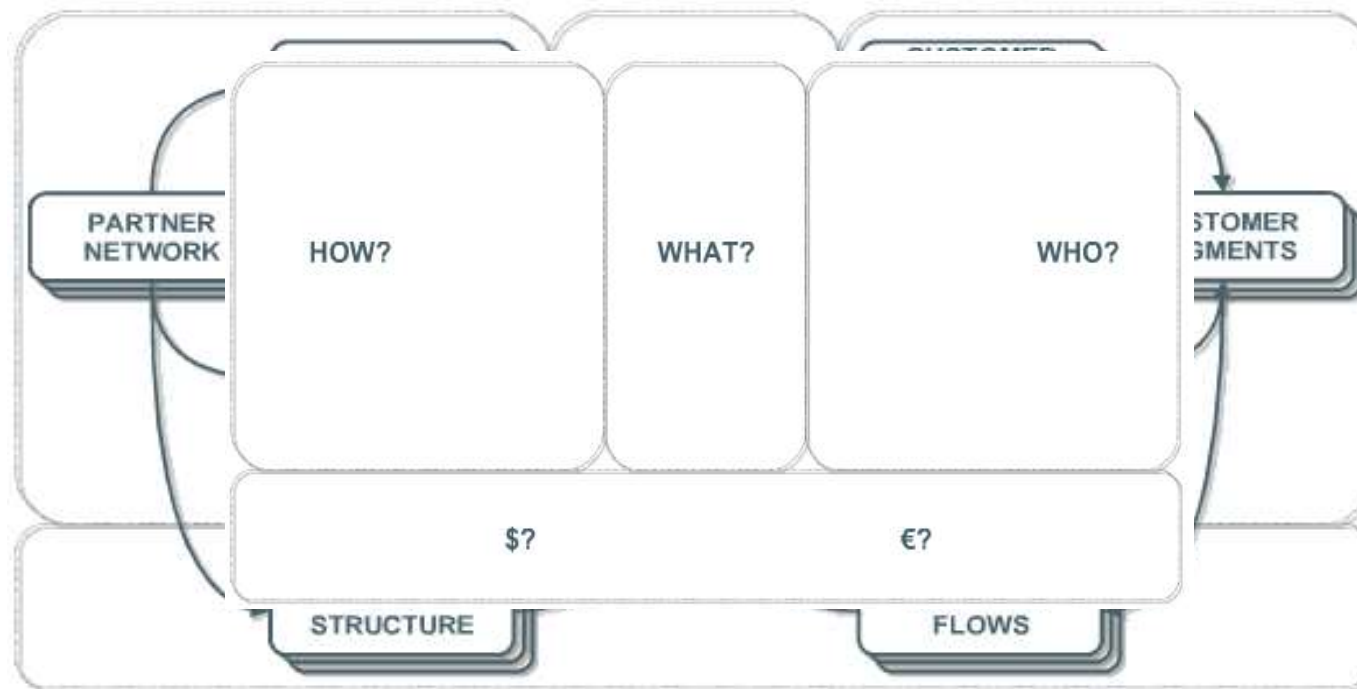
Source: Timmers, P. : Business Models for Electronic Markets, in: Electronic Markets, 1998, Vol. 8 (2), 3-8,

BUSINESS MODEL AND STRATEGY



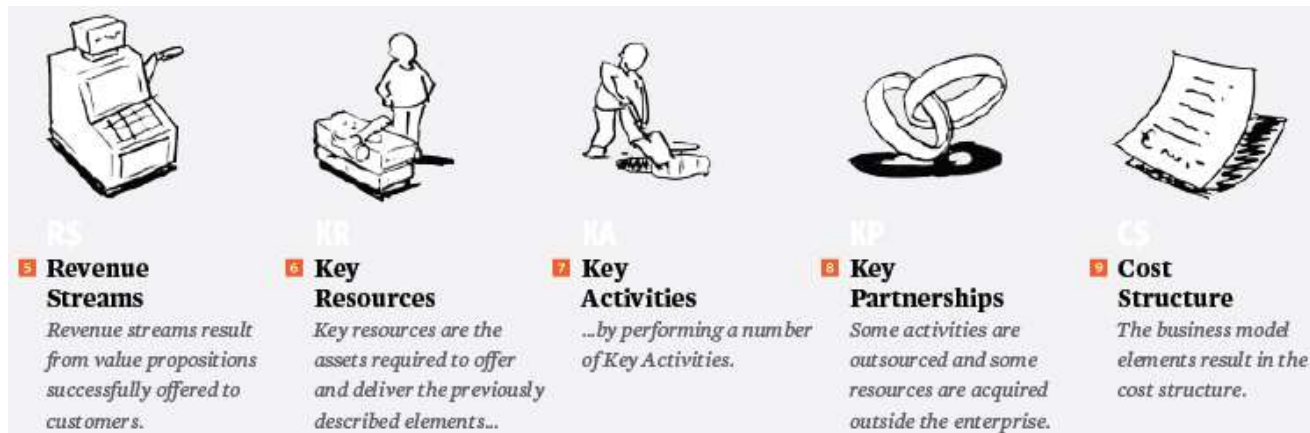
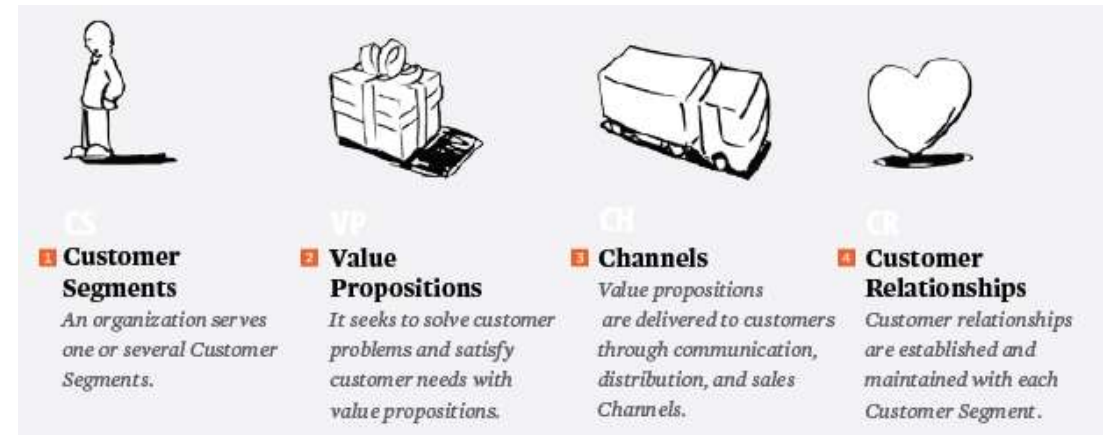
Based on Osterwalder, Pigneur (2002): An eBusiness Model Ontology for Modelling eBusiness, in: Proceedings of 15th Bled Electronic Commerce Conference

BUSINESS MODEL GENERATION



Source: <http://www.slideshare.net/AlexOsterwalder/business-model-innovation-matter> (sl 99)

BUSINESS MODEL CANVAS



Osterwalder, Pigneur: Business Model Generation (2010)

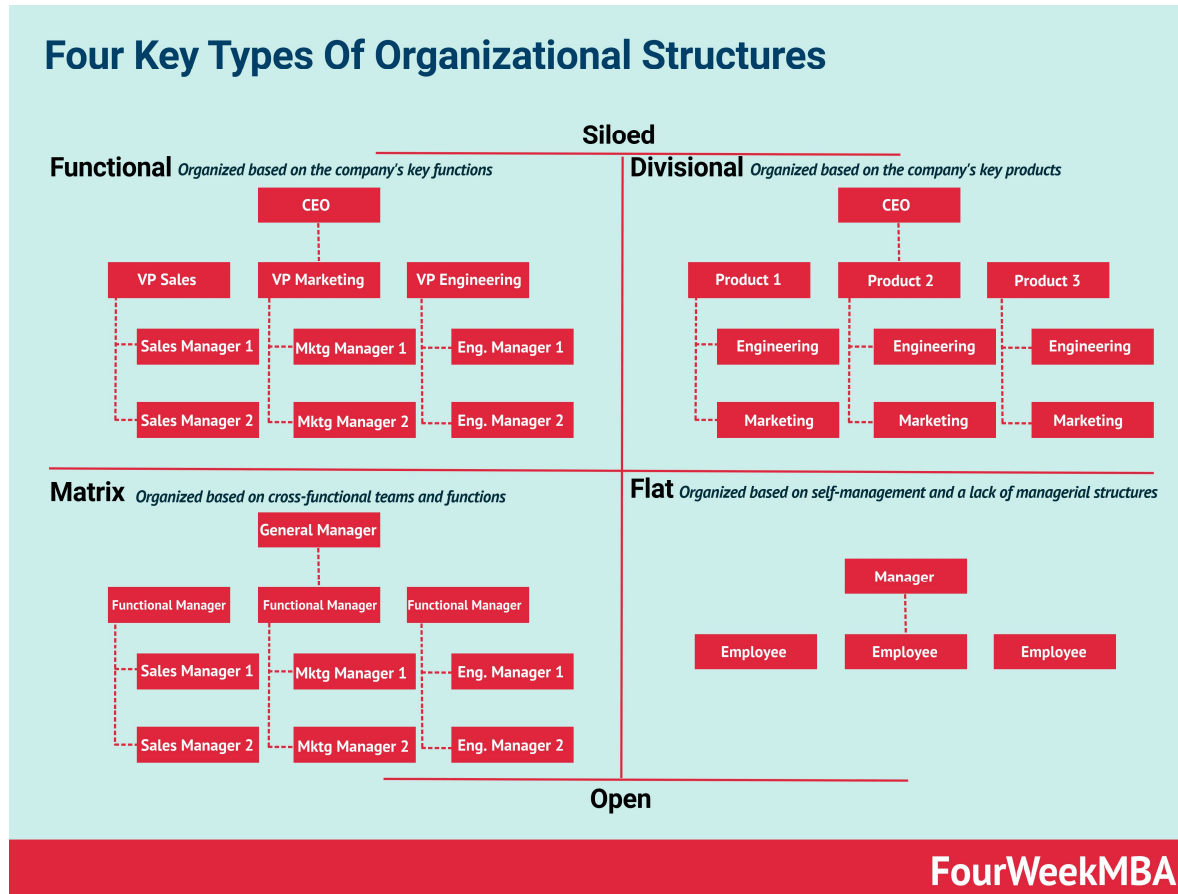
BUSINESS PROCESSES

- A process is a temporal, logical sequence of activities that generate defined outputs from defined inputs.
- A business process consists of the cross-functional sequence of value-adding activities that generate outputs expected by customers and that meet process objectives derived from the business strategy and business goals.

BUSINESS ROLES

- Tasks
- Competencies
- Responsibilities

ORGANIZATIONAL UNITS



Source: <https://fourweekmba.com/organizational-structure/>, last access: 09.05.2024

LITERATURE

- Osterwalder, A., & Pigneur, Y. (2009). What is a business model. Business model Alchemist. <http://businessmodelalchemist.com/blog/2005/11/what-is-business-model.html> [20150808].
- Osterwalder, A., & Pigneur, Y. (2010). Business model generation: a handbook for visionaries, game changers, and challengers (Vol. 1). John Wiley & Sons.
- Porter, M. E. (1985). Technology and competitive advantage. Journal of business strategy, 5(3), 60-78.