TOGAF
Version 9 Enterprise Edition

Module 10
Business
Scenarios

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Business Scenarios

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Module Objectives

- To understand the Business Scenario technique
- To understand where it is used in TOGAF

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Introduction

Key factors in the success of any enterprise architecture are:
- the extent to which it is linked to business requirements, and
- its support for business objectives.

Business scenarios help us to identify and understand the business requirements that the architecture development must address.

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What is a Business Scenario?

A business scenario describes:

- a business process, application or set of applications that can be enabled by the architecture
- the business and technology environment;
- the people and computing components (the "actors") who execute it;
- the desired outcome of proper execution.
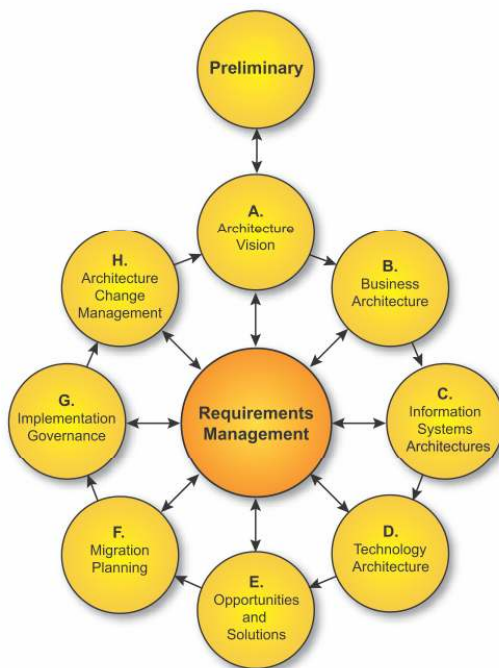
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Business Scenarios

- TOGAF defines a method for developing Business Scenarios
  - A "*method within a method*"
  - Documented in *Part III, ADM Guidelines and Techniques*

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Business Scenarios and the ADM

Used prominently in Phase A (Architecture Vision) and iteratively in Phase B (Business Architecture)

Business Requirements are referred to throughout all phases of the ADM

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What is a Good Business Scenario?

A good business scenario:

- Is representative of a significant business need or problem
- Enables vendors to understand the value of a developed solution to a customer.
- Is *"SMART"*

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SMART

- **S**pecific
  - defines what needs to be done to done in the business;
- **M**easurable
  - has clear metrics for success;
- **A**ctionable
  - clearly segments the problem, and provides the basis for finding a solution;
- **R**ealistic
  - defines the bounds of technology capability and cost constraints;
- **T**ime-bound
  - gives a clear understanding of when a solution expires

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The Benefits of Business Scenarios

A business scenario should be a *complete* description of a business problem

Without this:

- There is danger that the requirements will not be complete
- The business value to solving the problem will be unclear
- The relevance of potential solutions will be unclear

A scenario:

- can play an important role in engaging the stakeholders
- can help to establish good communication with vendors early on.

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Who Contributes to a Business Scenario?

- The creation of a business scenario is not solely the province of the architect.
- Business line management and other stakeholders for the enterprise must be involved
- It may also involve an organization's IT vendors
- Typically involvement of management is greatest in the early stages whereas the involvement of the architect is greatest in later stages

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Developing a Business Scenario

1 - Identify, document and rank the problem driving the scenario

2 - Identify the business and technical environment of the scenario and document it in scenario models

3 - Identify and document desired objectives - the results of handling the problems successfully - using SMART

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> **2 - environment**
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> **3 - objectives**
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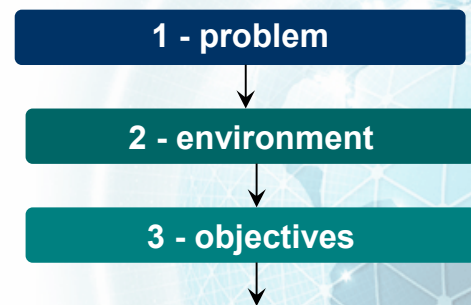
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Developing a Business Scenario

4 - Identify the human actors and their place in the business model

5 - Identify computer actors (computing elements), and their place in the technology model

6 - Identify and document roles, responsibilities and measures of success per actor

7 - Check for "fitness for purpose" and refine if necessary

| 1 - problem |
| 2 - environment |
| 3 - objectives |
| 4 - human actors |
| 5 - computer actors |
| 6 - roles & responsibilities |
| 7 - refine |
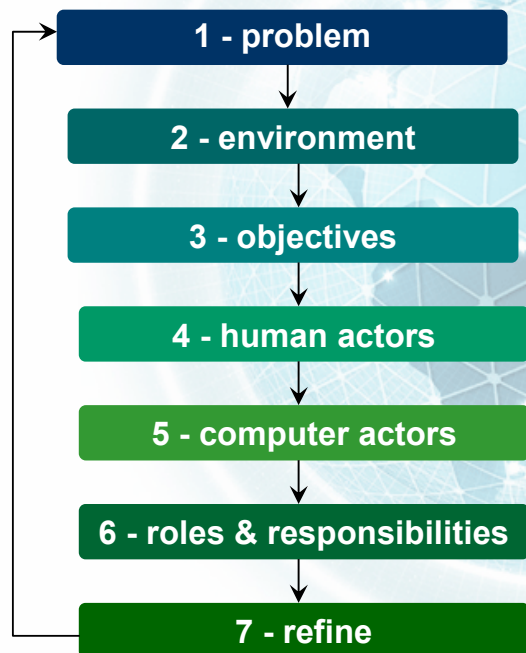
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Getting Business Scenarios Right

- Customers almost always know what they want
  - But it is often not written down, especially the link to business
  - So we help write it down
- Customers sometimes do not know what they really need
  - So we observe and probe to help discover what's needed
  - We help bring out critical business rules
  - We also focus on the "what" not the "how"
- Business Scenarios are part of a larger process. They are a technique, not an end in themselves.

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Contents of a Business Scenario

- Business Scenario *models* should:
  - Capture business and technology views graphically to help comprehension
  - Provide a starting point for requirements,
  - Relate actors and interactions
- Business Scenario *descriptions* should:
  - Capture the critical steps between actors in the right sequence
  - Partition the responsibility of the actors
  - List pre-conditions that have to be met prior to proper system functionality, and
 - Provide technical requirements to ensure the service is of acceptable quality

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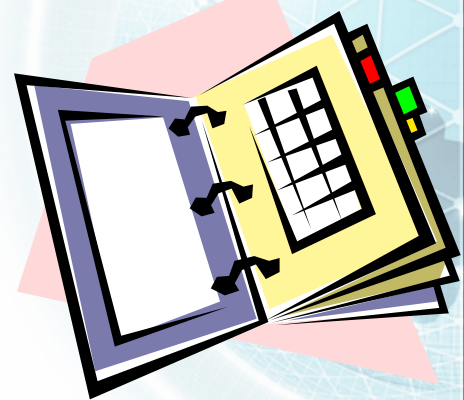
Template for a Business Scenario

- Business scenario problem description
- Detailed objectives
- Views of environments and processes
- Actors, their roles and responsibilities
- Principles and constraints
- Requirements
- Next steps
- Glossary of terms and abbreviations
- References
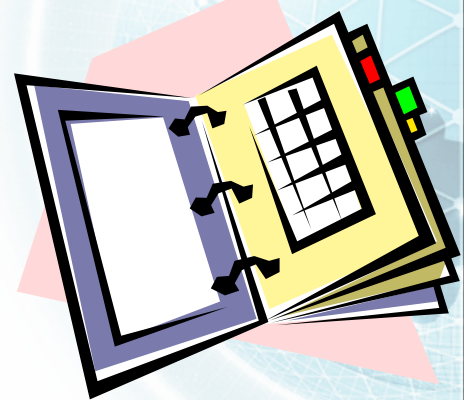
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Exercise

Write a scenario describing how you would choose a new car.
Include the following in your answer:

- Problem description
- Detailed objectives
- Views of environments and processes
- Actors, their roles and responsibilities
- Principles and constraints
- Requirements
- Next steps

Make the objectives SMART.

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Some reminders

- Business Scenarios are a part of (and enable) a larger process
- Business Scenarios are just a technique, not an objective
- Use them, don't get lost in them

Workshop Focus

Follow up Focus

| Brainstorm/ Interview Sessions | Documentation and Model of Business Scenario | Requirements Validation | Allocate Requirements to Appropriate Forum |

Business Scenarios Provide Coherence and Consistency

Resources

- The Open Group Bookstore
  (http://www.opengroup.org/bookstore)
  - The Managers Guide to Business Scenarios
  - Examples of completed Business Scenarios

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Summary

- Business scenarios help address one of the most common issues facing businesses
    - Aligning the IT with the business
- Business scenarios help to identify and understand business needs
    - And thereby derive business requirements
- They are just a technique, not the goal
    - They are part of the larger process of architecture development

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Exercise

- Consider the following objective: "The system's security should be improved. This will reduce the loss of revenue which results when our system is accessed by unauthorized users".

- How could this be re-phrased to make it into a SMART objective?

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Exercise

- Select a scenario (a business problem) from your own organization
- Identify the stakeholders (human actors) and their place in the business model, the human participants and their roles
- Identify computer actors, and their place in the technology model, the computing elements and their roles
- For the stakeholders, identify the stakeholder concerns

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Exercise

- Consider the Vehicle Licensing Bureau (or equivalent in your country), that handles car registrations, driving licenses, car taxes and insurance records.
- Identify the stakeholders (human actors) and their place in the business model, the human participants and their roles
- Identify computer actors, and their place in the technology model, the computing elements and their roles
- For the stakeholders, identify the stakeholder concerns

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