

TOGAF®



Version 9.1 Enterprise Edition

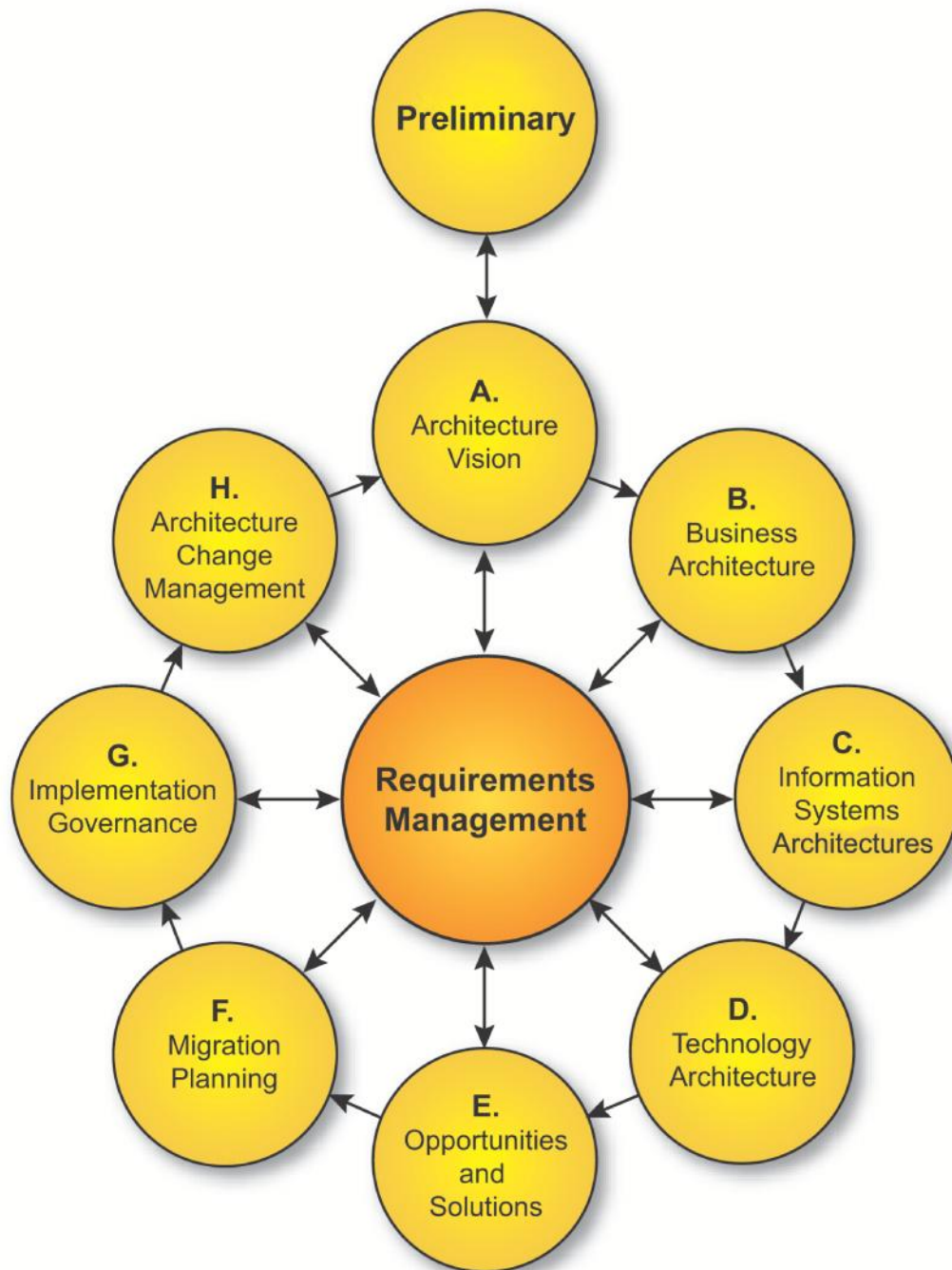
Module 10 Business Scenarios

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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

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.



What is a Business Scenario?

A business scenario describes:

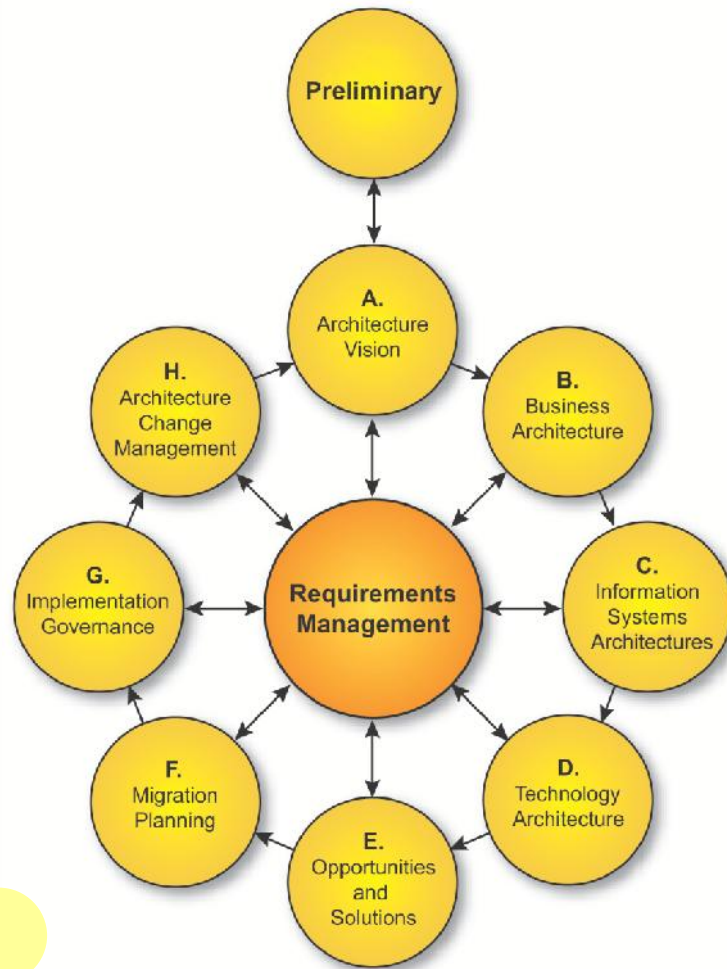
- a business process, application or set of applications that can be enabled by the architecture
- the business and technology environment;
- the people and computing components (the “actors”) who execute it;
- the desired outcome of proper execution.



Business Scenarios

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

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

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*”



SMART

- **Specific**
 - defines what needs to be done in the business;
- **Measurable**
 - has clear metrics for success;
- **Actionable**
 - clearly segments the problem, and provides the basis for finding a solution;
- **Realistic**
 - defines the bounds of technology capability and cost constraints;
- **Time-bound**
 - gives a clear understanding of when a solution expires

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:

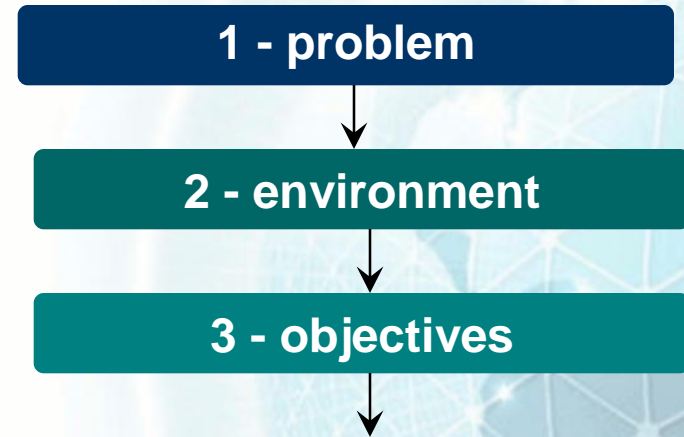
- can play an important role in engaging the stakeholders
- can help to establish good communication with vendors early on.

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

Developing a Business Scenario

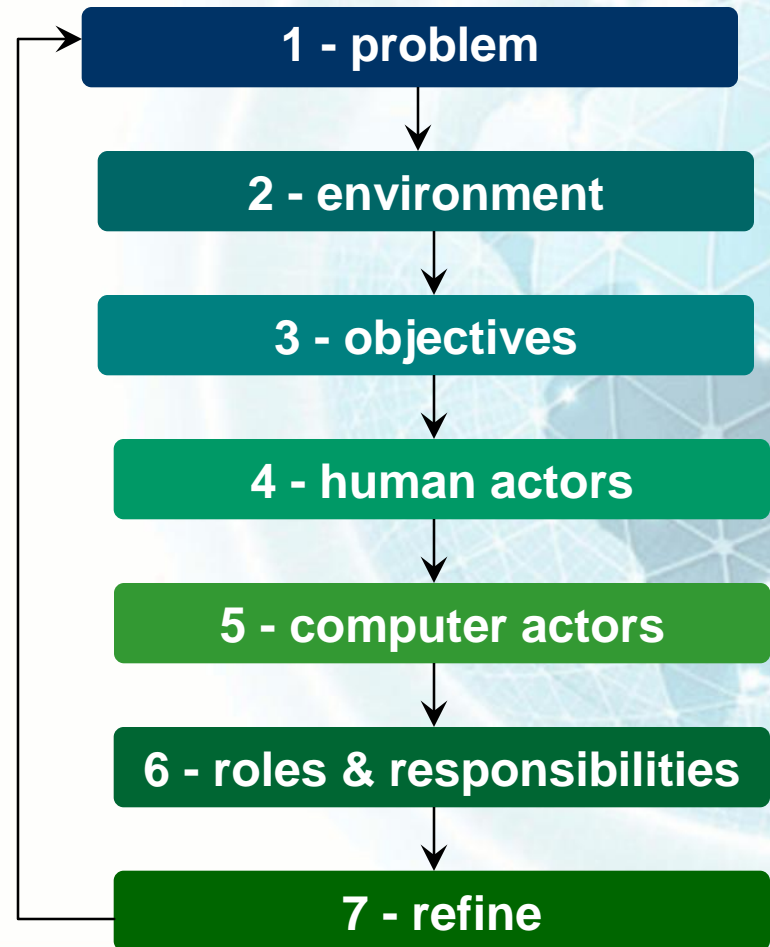
- 1 - Identify, document and rank the problem driving the scenario
- 2 - Identify the business and technical environment of the scenario and document it in scenario models
- 3 - Identify and document desired objectives - the results of handling the problems successfully - using SMART



Continued

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



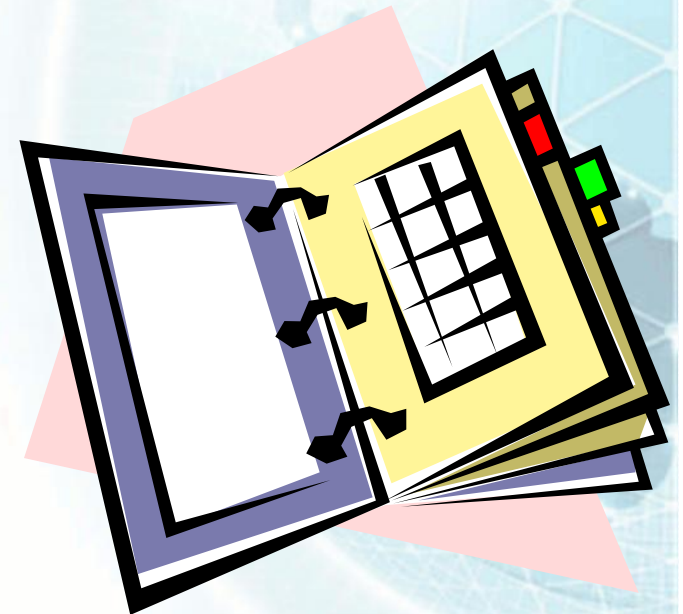
Getting Business Scenarios Right

- 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.



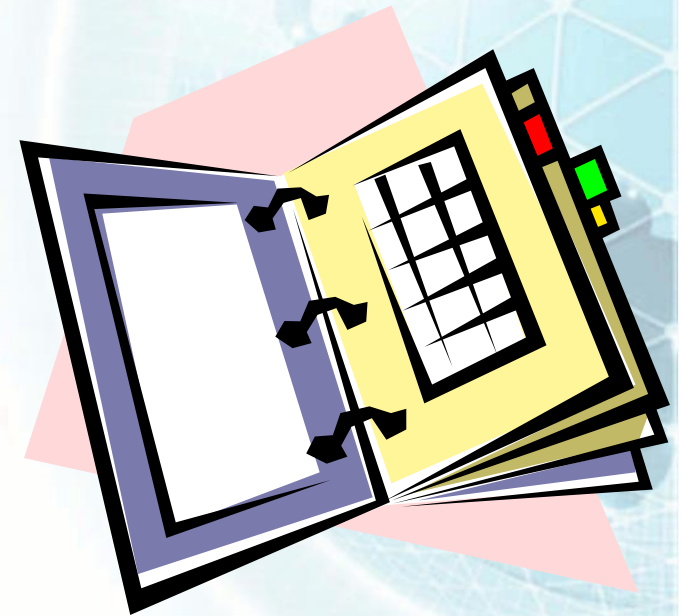
Contents of a Business Scenario

- 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



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



Exercise

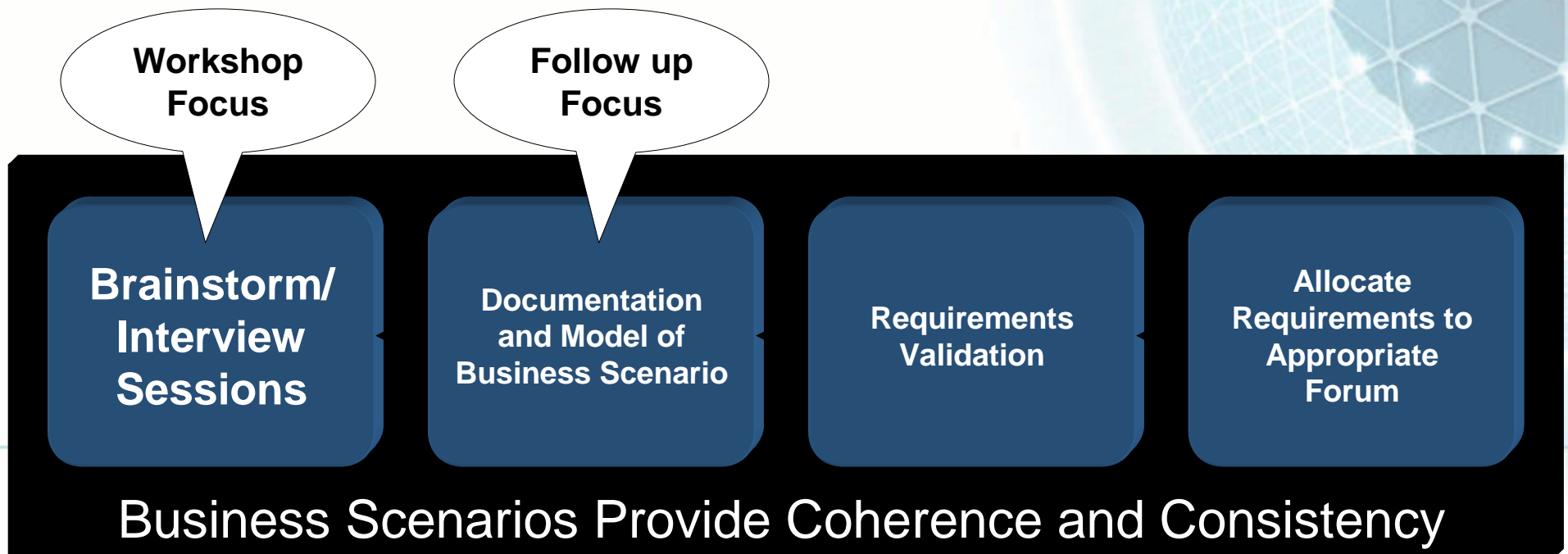
Write a scenario describing how you would choose a new car.
Include the following in your answer:

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

Make the objectives SMART.

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



Resources

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

Summary

- Business scenarios help address one of the most common issues facing businesses
 - Aligning 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

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?

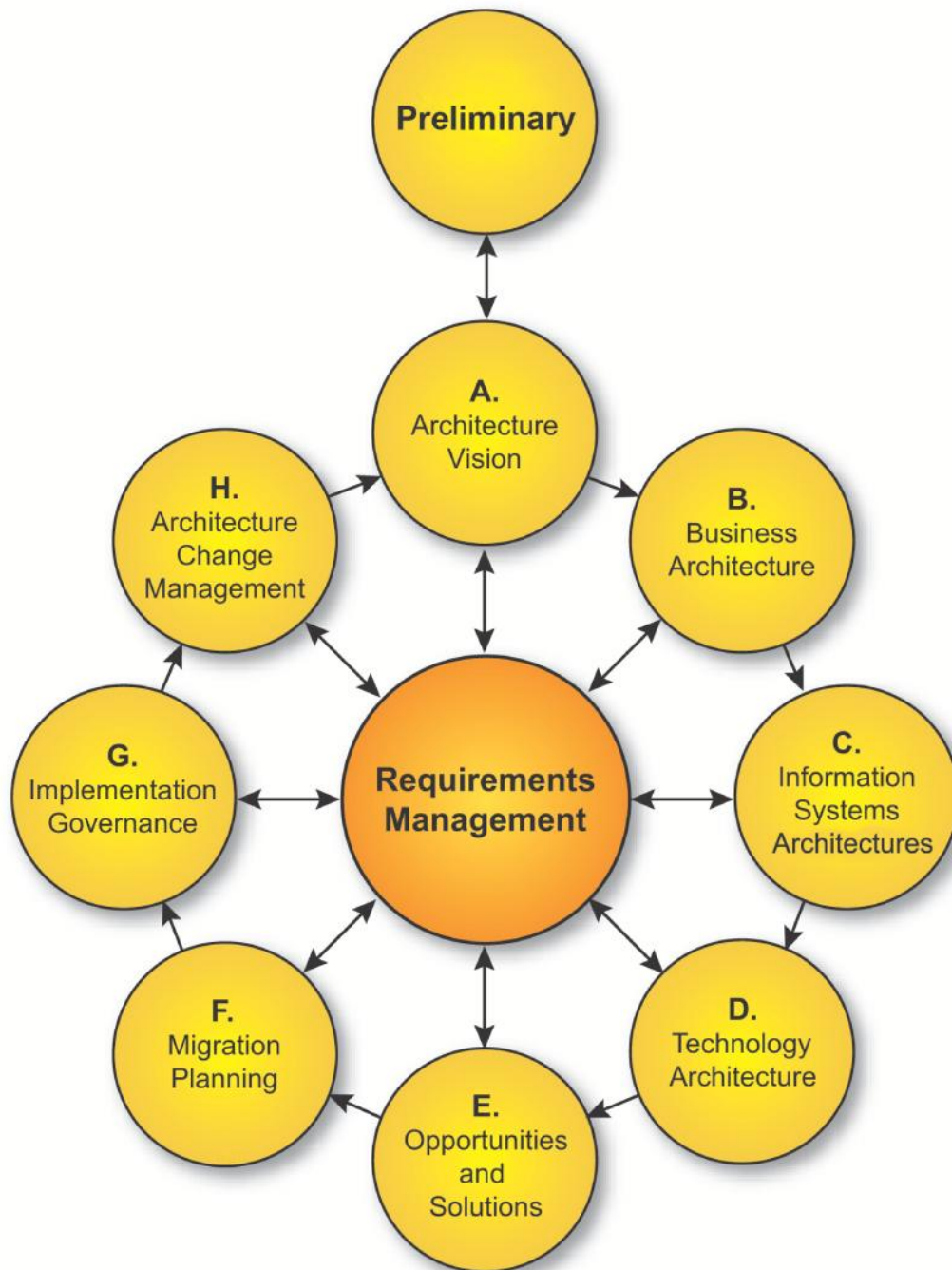
Exercise

- 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

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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