






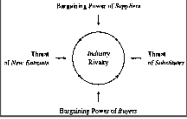
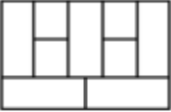





# STANDARDS & BEST PRACTICES USED IN THE LABNAF STRATEGY AND ARCHITECTURE PROCESS

Standards & Best Practices	Description	Applicable Top-Level Labnaf Viewpoints	Re-usability	Re-use Approach in Labnaf
 <p><a href="#">Systems Semantics</a> (Automation by Nature)</p>	<p><b>Semantics</b> used as references for creating homogenous specifications <b>of heterogeneous systems</b> that are not necessarily intentional and that can involve humans, software and machinery.</p> <p>These are the semantics of a system (any system) that resides in any combination of the mental, digital or physical spheres.</p>	<p>All Labnaf viewpoints use concepts derived from these <b>systems</b> semantics.</p>	<p>An enterprise is a system, hence the <b>systems semantics are applicable to the enterprise</b>.</p> <p>Systems semantics are essential for creating a framework, a metamodel and a modeling language that make sense.</p>	<p>Used, along with the strategy and architecture process, <b>for creating the metamodel, the modeling language and the framework structure</b> (the framework is a transformation <b>system</b>).</p>
<p><a href="#">ISO/IEC/IEEE 42010</a></p> 	<p><i>“ISO/IEC/IEEE 42010 Systems and software engineering — Architecture description is an international standard for architecture <b>descriptions of systems and software.</b>”</i></p>	<p>All Labnaf viewpoints. ISO/IEC/IEEE 42010 defines the concepts of the architecture description of a <b>system</b> where the description is organized as a set of viewpoints.</p>	<p><b>For organizing the architecture description of a system (e.g. the enterprise) using viewpoints</b></p>	<p>ISO 42010 is used <b>for the framework organization</b> into a hierarchy of viewpoints that describe the enterprise (the system) and that influence each other throughout the strategy and architecture process.</p>
<p><a href="#">IT4IT</a></p> 	<p>“The Open Group IT4IT™ Reference Architecture is a standard reference architecture for managing the business of IT. It uses a value chain approach to create a model of the functions that IT performs to</p>	<p>All Labnaf viewpoints covering the Strategy and Architecture process that is used for transforming the <b>system</b>:</p>	<p><b>Perfect fit – The Labnaf strategy and architecture process integrates in the IT4IT Value Chain</b></p>	<p>The first step in the <b>IT4IT</b> value chain i.e. <b>“Strategy to Portfolio”</b> is <b>fully implemented by the</b></p>

	help organizations identify the activities that contribute to business competitiveness.”	<ul style="list-style-type: none"> <li>• Visible Enterprise Description</li> <li>• Strategy Definition</li> <li>• Strategy Execution</li> <li>• Project Architecture</li> </ul>		<b>Labnaf Strategy and Architecture process.</b>
<a href="#">TOGAF</a> 	“TOGAF is a framework - a detailed method and a set of supporting tools - for developing an enterprise architecture. “	<ul style="list-style-type: none"> <li>• Visible Enterprise Description</li> <li>• Project Architecture</li> </ul>	<b>For organizing framework components</b>	<p>Adapted and re-used the <b>structure of TOGAF framework components.</b></p> <p>Adapted and re-used the <b>TOGAF ADM.</b></p> <p><b>Adapted and re-used some semantics.</b></p>
<a href="#">Archimate</a> 	“ArchiMate ... is an open and independent enterprise architecture modeling language to support the description, analysis and visualization of architecture within and across business domains in an unambiguous way.”	<ul style="list-style-type: none"> <li>• Visible Enterprise Description</li> <li>• Project Architecture</li> </ul>	<p><b>Re-usable well-designed iconography and terminology.</b></p> <p>Rationale for not re-using as-is</p> <ul style="list-style-type: none"> <li>• Semantic mismatch: As defined in <a href="#">ISO/IEC/IEEE 42010</a>, a system (for example a software, an enterprise...) has an architecture. This architecture can be represented using a set of views that all together make the architecture description. One would expect the Archimate metamodel to represent the semantics of an enterprise, an enterprise as a system. Unfortunately, the <a href="#">Archimate metamodel</a> looks rather like an abstraction of the Archimate graphical language itself. It is not actionable and not scalable in a team as there are far too many possibilities to relate too many types</li> </ul>	Adopted overall <b>look and feel and terminological style.</b>

			<p>of elements with too many types of connectors to enable consistent team modeling. The theoretical matrix of related theoretical concepts seems to be based on a taste for symmetry that does not represent the real world.</p> <ul style="list-style-type: none"> <li>• Single level of detail. This is a critical impediment for managing complexity and for architecture portfolio management.</li> <li>• Language seems to be created out of the context of any actionable process, trying to map to the TOGAF ADM after the fact.</li> </ul>	
<p><a href="#">BPMN</a></p> 	<p>“The Business Process Model and Notation (BPMN) specification provides a graphical notation for specifying business processes in a Business Process Diagram. Its goal is to support Business Process Modeling by providing a standard notation that is comprehensible to business users yet represents complex process semantics for technical users.”</p>	<ul style="list-style-type: none"> <li>• Visible Enterprise Description</li> <li>• Project Architecture</li> </ul>	<p><b>Use a BPMN subset that is meaningful and easy to use by functional analysts.</b></p> <p>BPMN was designed as a very precise and comprehensive language since workflow engines can be provisioned from BPMN models.</p>	<p>Trimmed, adapted and merged <b>for detailing process descriptions</b> needed by the architect and the functional analyst.</p>
<p><a href="#">PESTEL Analysis</a></p> 	<p>PESTEL is a framework for auditing the macro-environment facing a business i.e. the external factors that are out of control of that business. These external factors are <b>P</b>olitical, <b>E</b>conomic, <b>S</b>ocio-cultural, <b>T</b>echnological, <b>E</b>nvironmental and <b>L</b>egal.</p>	<ul style="list-style-type: none"> <li>• Strategy Definition</li> </ul>	<p><b>Perfect fit – A step in the Labnaf strategy and architecture process</b></p>	<p><b>Integrated as is.</b></p> <p>PESTEL is used for analysis and diagnosis of the enterprise’s <b>external macro environment.</b></p>

<p><a href="#">Porter's Five Forces Analysis</a></p> 	<p>“Porter’s five forces” is a business analysis tool created by Professor Michael E. Porter.</p> <p>The tool allows business managers to evaluate the level of competition within the firm’s industry, evaluate the firm’s relative position within that industry, identify voids in the industry in order to fill them and create new revenues, evaluate potential profitability or loss.</p> <p>These forces are industry rivalry, threat of new entrants into the industry, threat of substitute products or services, bargaining power of suppliers and bargaining power of customers.</p>	<ul style="list-style-type: none"> <li>• Strategy Definition</li> </ul>	<p><b>Perfect fit – A step in the Labnaf strategy and architecture process</b></p>	<p><b>Integrated as is.</b></p> <p>Porter’s five forces is used for analysis and diagnosis of the enterprise’s <b>competitive environment</b>.</p>
<p><a href="#">Business Model Generation / Canvas</a></p> 	<p>“Business Model Generation is a handbook for visionaries, game changers, and challengers striving to defy outmoded business models and design tomorrow's enterprises”.</p> <p>“Business Model Canvas is a strategic management and lean startup template for developing new or documenting existing business models. It is a visual chart with elements describing a firm's or product's value proposition, infrastructure, customers, and finances. It assists firms in aligning their activities by illustrating potential trade-offs.”</p>	<ul style="list-style-type: none"> <li>• Strategy Definition</li> </ul>	<p><b>Perfect fit – A step in the Labnaf strategy and architecture process</b></p>	<p><b>Integrated as is.</b></p> <p>The Business Model Canvas is used, during potential reviews of the corporate strategic foundations, to adapt the business model(s) to an evolving business and IT context.</p>
<p><a href="#">Strategy Map &amp; Balanced Scorecard</a></p>	<p>A strategy map is a diagram that organizes strategic objectives (maximum 20) into four horizontal strategic perspectives called “Financial”, “Customer”, “Internal Processes” and “Organization Capacity”.</p>	<ul style="list-style-type: none"> <li>• Strategy Definition</li> </ul>	<p><b>Perfect fit – A step in the Labnaf strategy and architecture process</b></p>	<p><b>Integrated as is.</b></p> <p>Created <b>language to support the concepts</b>.</p> <p>Strategy maps are used, during the definition of the strategic</p>

	<p>In such diagram, strategic objectives are linked bottom-up by a cause and effect relationship. It start from “Organization Capacity” and goes up to “Internal Processes”, “Customer”, and finally “Financial”. And Strategic themes are laid out as vertical sets of linked objectives that span the perspectives and with the strategic result on top.</p>			<p>plans, to organize and relate strategic objectives following strategic perspectives called “Financial”, “Customer”, “Internal Processes” and “Organization Capacity”.</p>
<p><a href="#">SAFe</a></p> 	<p>“Everything needed to plan, prepare, and execute a successful Lean-Agile transformation”.</p>	<ul style="list-style-type: none"> <li>• Strategy Execution</li> </ul>	<p><b>Key source of inspiration for strategic roadmapping</b></p>	<p>Used for <b>identifying, organizing, planning and executing high-level requirements</b> (target capabilities...)</p> <p>Created <b>language to support the concepts.</b></p>
<p><a href="#">Gartner EA Stage Planning</a></p> 	<p>An EA delivery approach for increasing the value and impact of EA.</p>	<ul style="list-style-type: none"> <li>• Project Architecture</li> </ul>	<p><b>Key source of inspiration for defining epic/project architecture work</b></p>	<p>This approach is used for making EA endeavors <b>business outcome-driven</b> and <b>focusing only on the viewpoints that are necessary for the epic/project.</b></p>