

وبینار



علیرضا باقرنژاد  
مشاور مدیریت فرایندها



الناز امانی  
مشاور معماری کسب و کار

# معماری کسب و کار در مقابل تحلیل کسب و کار تقابل یا هم افزایی؟

- ❑ مرور معماری کسب و کار و چارچوب های مرجع آن
- ❑ مرور تحلیل کسب و کار و چارچوب های مرجع آن
- ❑ واکاوی رابطه معماری کسب و کار و تحلیل کسب و کار

معماری کسب و کار

تحلیل کسب و کار

رابطه معماری و تحلیل کسب و کار



## کسب و کار در دنیای امروز

Build  
Advantages

Prolong  
Advantages

Reduce  
Disadvantages

Innovate

Assemble

Mix

Utility (Foundation)

تمایز ساز

الزامات زنده ماندن در سرعت تغییرات بالای کسب و کار

Agile



Adaptive



معماری کسب و کار در مقابل تحلیل کسب و کار؛  
هم افزایی یا جایگزینی؟

# تفکر معماری

ایجاد پل بین دیسپلین‌های مختلف برای توانمند کردن سازمان‌ها برای تغییر در محیط‌هایی با سرعت تغییر بالا



**معماری** بازنمایی مفاهیم و روابط در یک حوزه و محدوده مشخص است

• (EITA) Enterprise IT Architecture

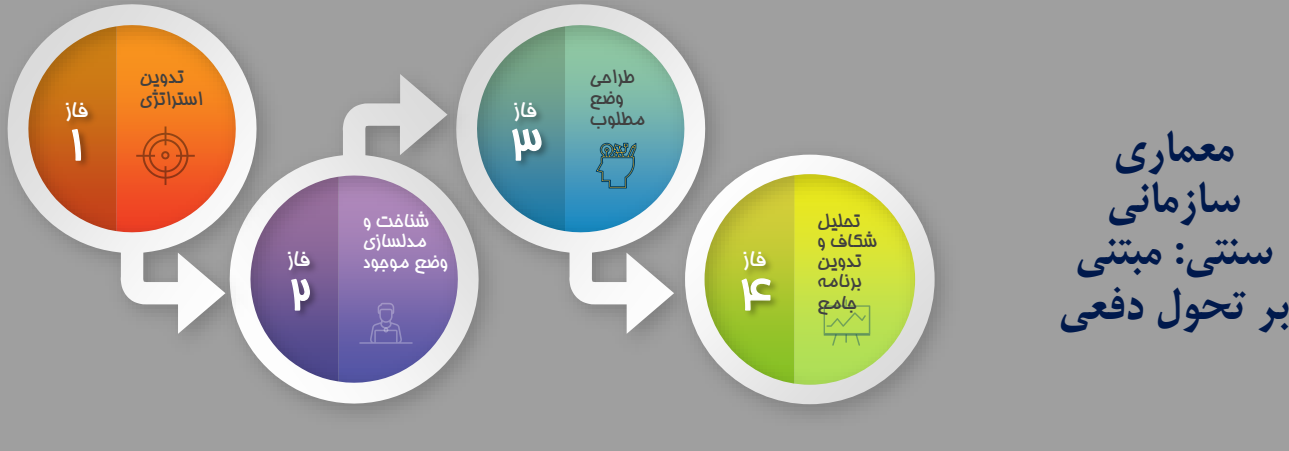
تمرکز بر محدوده فناوری اطلاعات

• (EA) Architecture of Enterprise

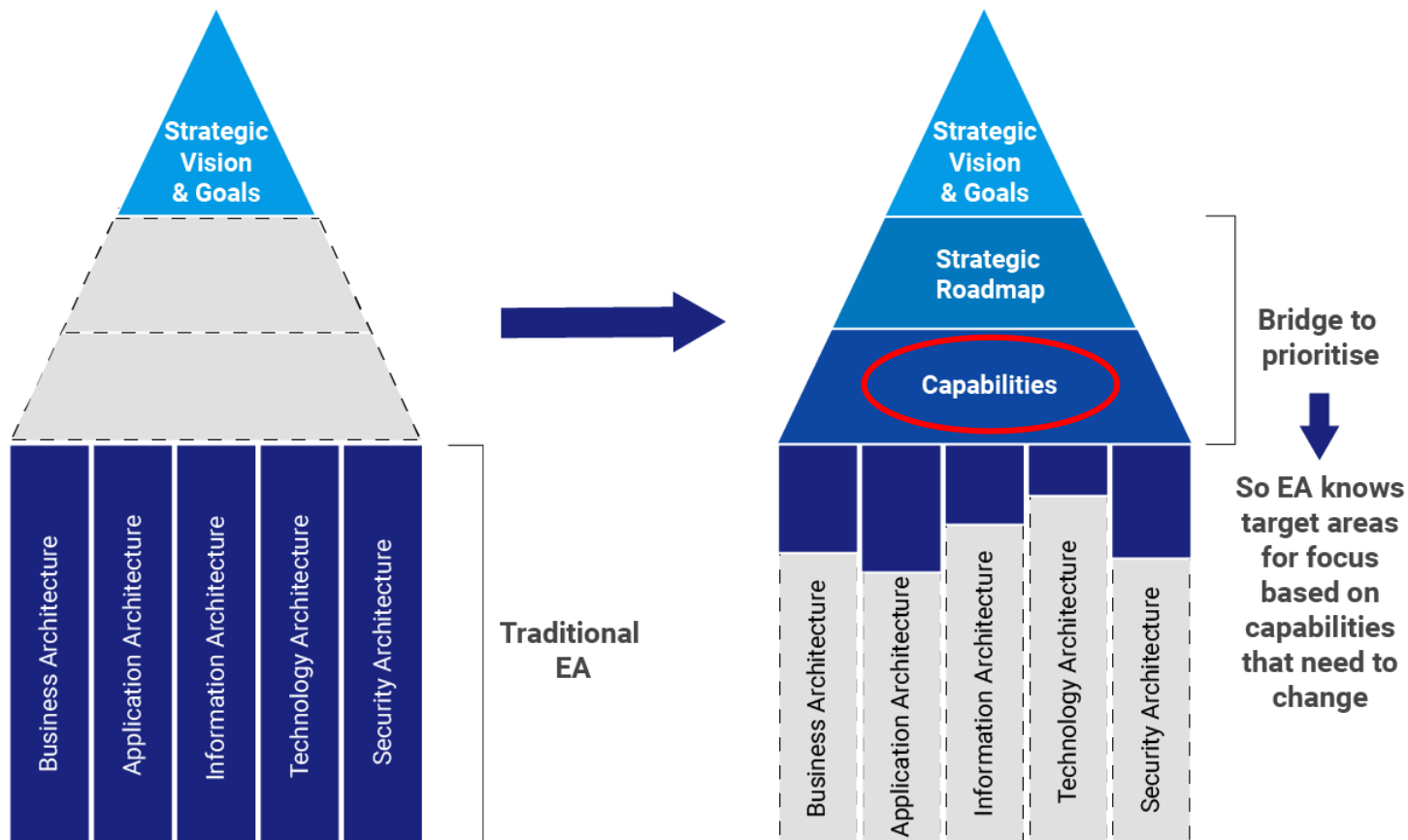
تمرکز بر کل سازمان

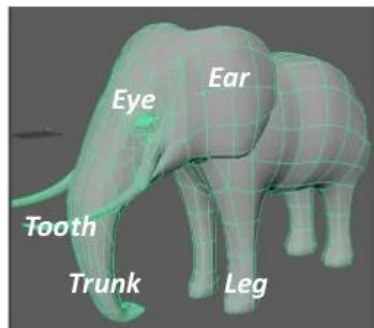
معماری سازمانی = معماری کسب و کار + معماری فناوری اطلاعات (معماری فناوری اطلاعات = معماری  
اپلیکیشن‌ها + معماری داده + معماری فنی)

# دو رویکرد به معماری



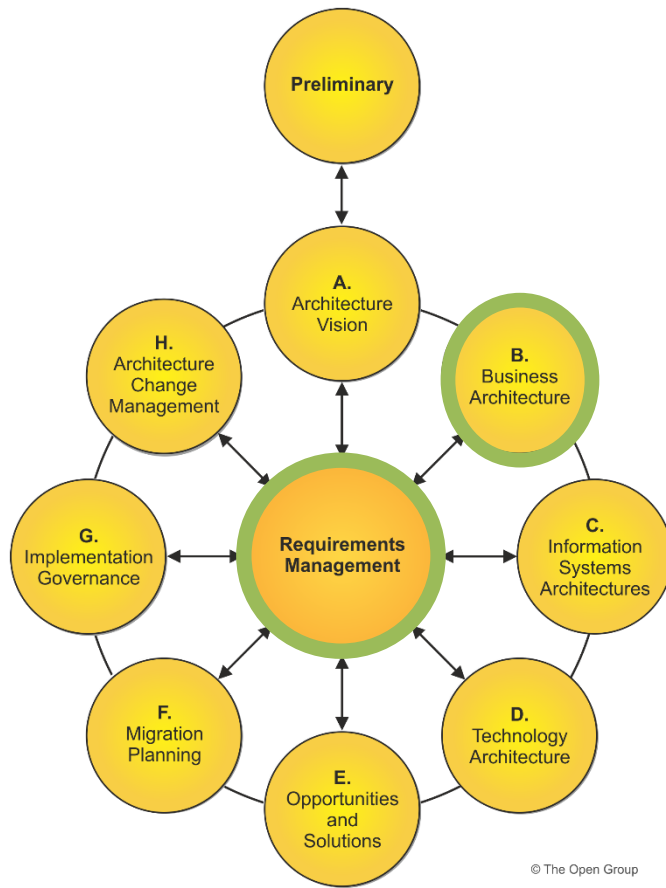
# راهکار: گذار از نگاه سنتی با محوریت مفهوم قابلیت





معماری سازمانی سنتی	معماری سازمانی نوین	
ایستا	پویا و رقابتی	محیط کسب و کار
کل سازمان	تمرکز بر حوزه‌های مشتری محور	محدوده سازمانی
برنامه‌ریزی کلی	تمرکز بر اولویت‌ها	محدوده برنامه ریزی
افق بلند مدت	افق کوتاه و میان مدت	افق برنامه ریزی
نسبتاً متوالی	بسیار تکرارپذیر	اجرای معماری
طراحی گسترده در کل سازمان	طراحی گسترده در اولویت‌ها (کم در بقیه)	حجم طراحی
ابتکارات برنامه ریزی شده	ابتکارات اولویت‌دار (بر اساس قابلیت‌های دارای مشکل)	پورتفولیو سرمایه گذاری
سالانه (اغلب با پیش بینی های ۳-۵ ساله)	مداوم	فرآیند بودجه
تصمیمات مکتوب	تصمیمات مکتوب مکرر	حاکمیت معماری
معماران تقریباً به طور مساوی در همه حوزه‌ها تقسیم می‌شوند	بسیاری از معماران بر روی اولویت‌ها (قابلیت‌های مشکل ساز) تمرکز دارند	نسبت معماران

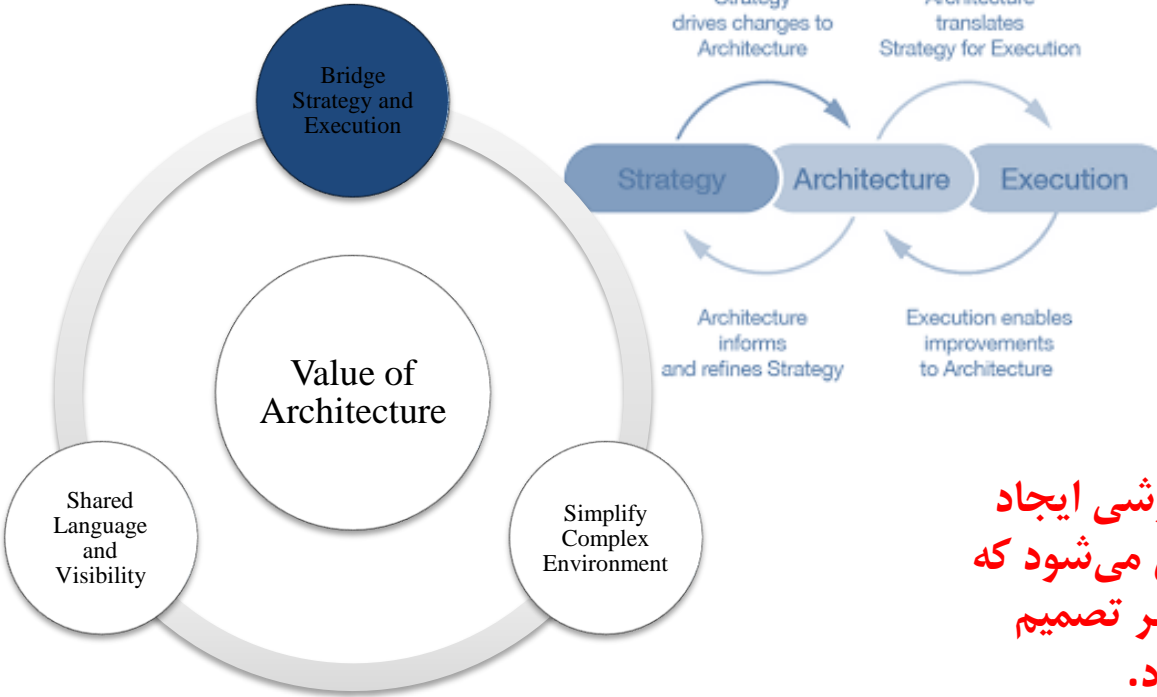




# معماری و ارزش آفرینی در سازمان

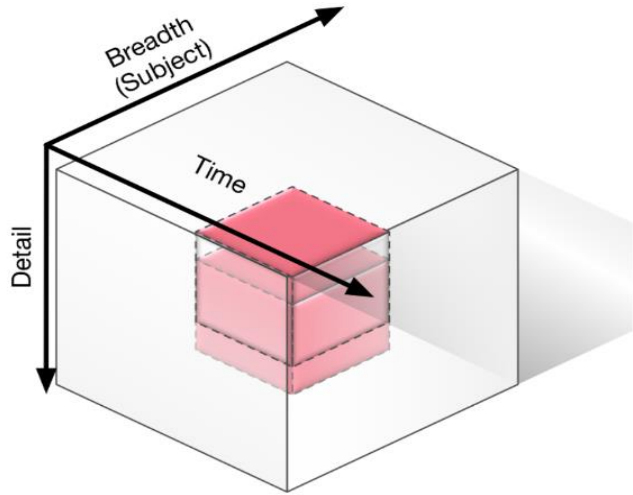
معماری کسب و کار در مقابل تحلیل کسب و کار  
تقابل یا هم افزایی

در عمومی ترین و گسترده ترین شکل، ارزش های پیشنهادی معماری برای سازمان را می توان در سه محور بررسی کرد:

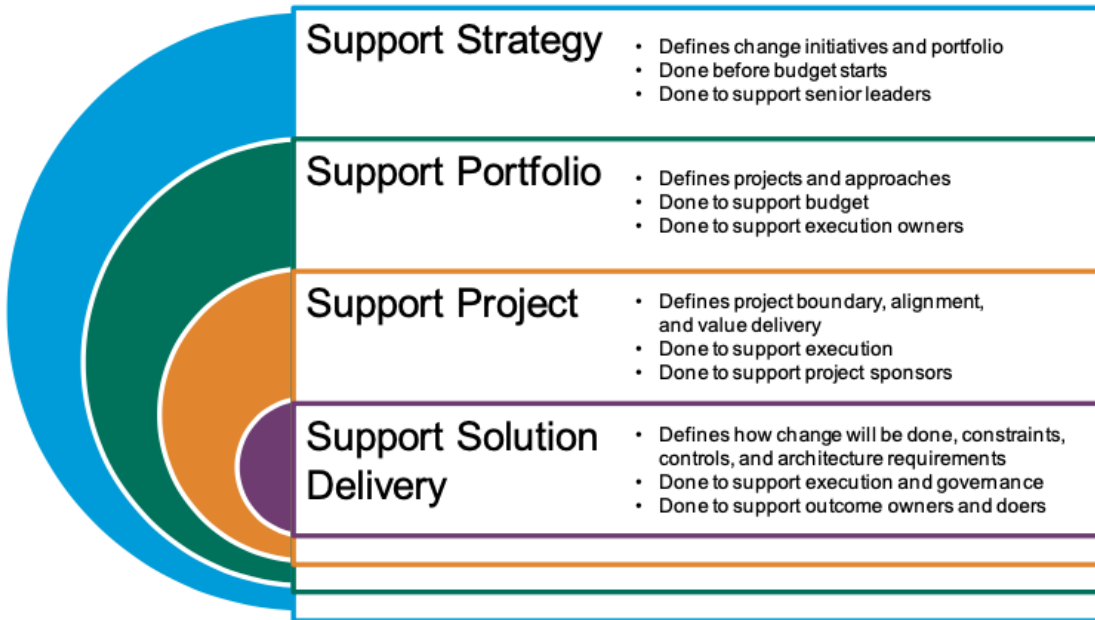


ایجاد مدل های معماری هیچ ارزشی ایجاد نمی کند، ارزش تنها زمانی محقق می شود که از معماری برای تأثیر گذاری بر تصمیم گیرندگان استفاده شود.

## رویکرد اجرای پروژه معماری سازمانی چابک

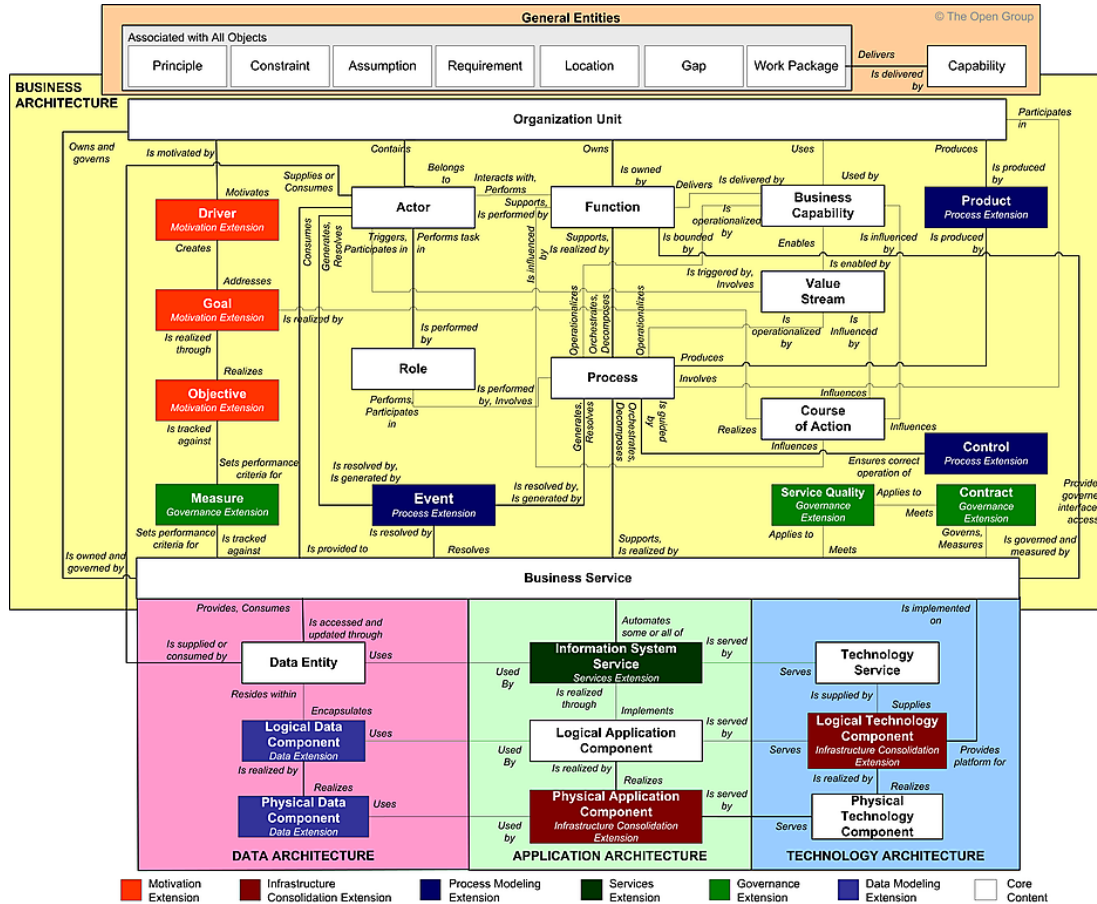


معماری کسب و کار در مقابل تحلیل کسب و کار  
تقابل یا هم افزایی



# متا مدل معماری در TOGAF

معماری کسب و کار در مقابل تحلیل کسب و کار  
تقابل یا هم افزایی



# خروجی ها و دستاوردهای معماری

Preliminary	Business Architecture		Data Architecture	Application Architecture	Technology Architecture
Catalogs	Catalogs		Catalogs	Catalogs	Catalogs
Principles Catalog	Organization/Actor Catalog	Contract/Measure Catalog	Data Entity/Data Component Catalog	Application Portfolio Catalog	Technology Standards Catalog
	Driver/Goal/Objective Catalog	Business Capabilities Catalog		Interface Catalog	Technology Portfolio Catalog
Architecture Vision			Matrices	Matrices	Matrices
Catalogs	Role Catalog	Value Stream Catalog	Data Entity/Business Function Matrix	Application/Organization Matrix	Application/Technology Matrix
Stakeholder Catalog	Business Service/Function Catalog	Value Stream Stages Catalog	Application/Data Matrix	Role/Application Matrix	
Diagrams	Location Catalog	Business Glossary Catalog		Application/Function Matrix	
Value Chain Diagram	Process/Event/Control Product Catalog			Application Interaction Matrix	
Solution Concept Diagram	Matrices		Diagrams	Diagrams	Diagrams
Business Model Diagram	Business Interaction Matrix	Strategy/Capability Matrix	Conceptual Data Diagram	Application Communication Diagram	Environments and Locations Diagram
Business Capability Map	Actor/Role Matrix	Capability/Organization Matrix	Logical Data Diagram	Application and User Location Diagram	Platform Decomposition Diagram
Value Stream Map	Value Stream/Capability Matrix		Data Dissemination Diagram	Application Use-Case Diagram	Processing Diagram
Opportunities and Solutions	Diagrams		Data Security Diagram	Enterprise Manageability Diagram	Networked Computing/ Hardware Diagram
Diagrams	Business Footprint Diagram	Process Flow Diagram	Data Migration Diagram	Process/Application Realization Diagram	Network and Communications Diagram
Project Context Diagram	Business Service/Information Diagram	Business Event Diagram	Data Lifecycle Diagram	Software Engineering Diagram	
Benefits Diagram	Functional Decomposition Diagram	Business Capability Map		Application Migration Diagram	
Requirements Management	Product Lifecycle Diagram	Value Stream Map		Software Distribution Diagram	
Catalogs	Goal/Objective/Business Service Diagram	Organization Map			
Requirements Catalog	Business Use-Case Diagram	Information Map			
	Organization Decomposition Diagram				

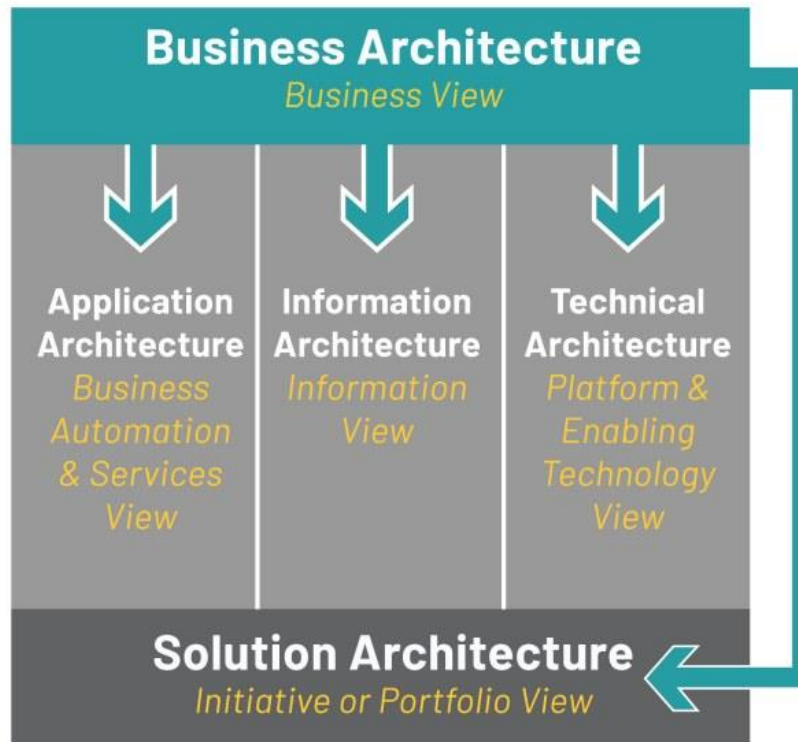
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معماری کسب و کار در مقابل تحلیل کسب و کار  
تقابل یا هم افزایی

*The ADM is continuously driven by the Requirements Management process.*

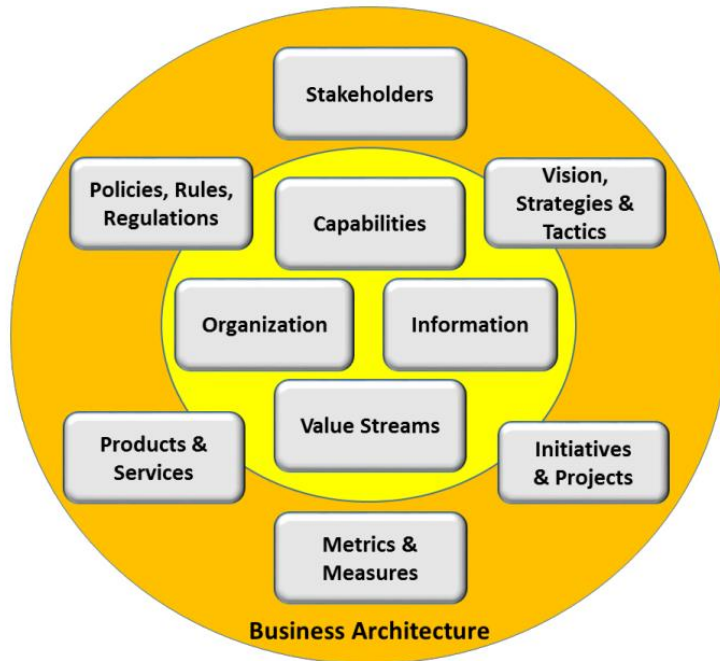
**The objectives of the Requirements Management phase are to:**

- *Ensure that the Requirements Management process is sustained and operates for all relevant ADM phases*
- *Manage architecture requirements identified during any execution of the ADM cycle or a phase*
- *Ensure that relevant architecture requirements are available for use by each phase as the phase is executed*



## *Business Architecture Guild*

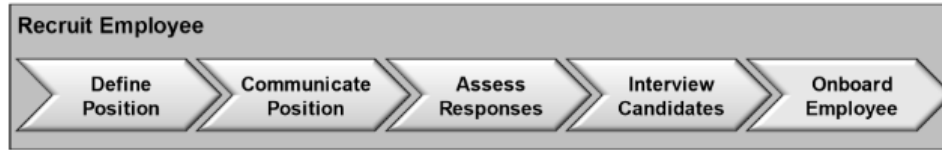
*Business architecture represents holistic, multidimensional business views of capabilities, end-to-end value delivery, information, and organisational structure; and the relationships among these business views and strategies, products, policies, initiatives, and stakeholders.*



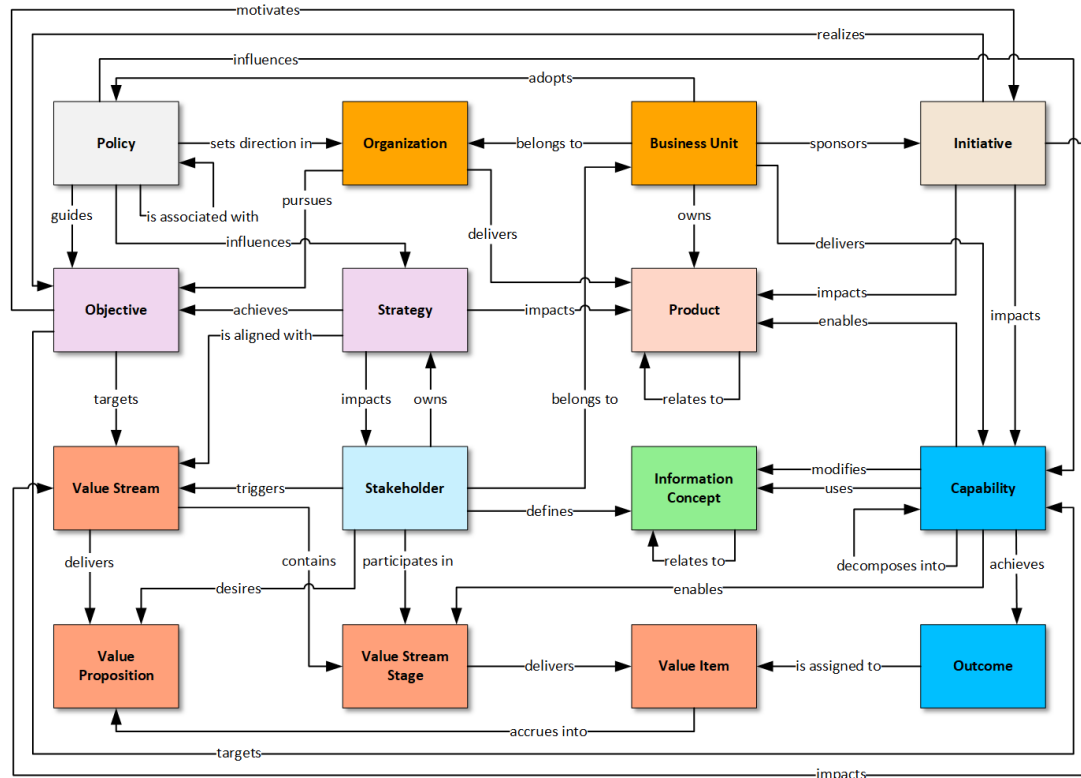
- *Business Architecture is about the business.*
- *Business Architecture's scope is the scope of business.*
- *Business architecture is not perspective.*
- *Business architecture is iterative*
- *Business architecture is reusable.*
- *Business architecture is not about the deliverables.*

STRATEGIC CAPABILITIES	BUSINESS PLAN MGMT		INVESTMENT MGMT		MESSAGE MGMT		RESEARCH MGMT		POLICY MGMT		MARKET MGMT			
	Strategy Mgmt		Investment Identification		Message Definition		Research Definition		Policy Definition		Market Definition			
	Plan Definition		Investment Portfolio Mgmt		Message Validation		Research Identification		Policy Interpretation		Market Prioritization			
	Plan Dissemination		Secondary Market Mgmt		Message Structuring		Research Interpretation		Policy Dissemination		Market Targeting			
	Business Performance Management		Investment Funding		Message Matching		Research Structuring		Policy Information Mgmt		Market/Message Matching			
CORE / CUSTOMER-FACING CAPABILITIES	CUSTOMER MGMT		AGREEMENT MGMT		DELIVERY CHANNEL MGMT		PARTNER MGMT		PRODUCT MGMT		WORK MGMT			
	Customer Definition		Agreement Definition		Delivery Channel Definition		Partner Definition		Product Conceptualization		Submission Mgmt			
	Customer Incentive Mgmt.		Agreement Offering		Delivery Channel Definition		Partner-to-Partner Matching		Product Design		Routing Mgmt			
	Customer Information Management		Agreement Structuring		Delivery Channel Analysis		Partner Information Mgmt		Product Creation		Work Queue Mgmt			
	Customer Analysis		Agreement Matching		Delivery Channel Matching		Product Deployment		Notification Mgmt		Schedule Mgmt			
SUPPORTING CAPABILITIES	FINANCE MGMT		HUMAN RESOURCE MGMT		INFORMATION MGMT		ASSET MGMT		PROGRAM MGMT		EVENT MGMT		TRAINING MGMT	
	Financial Account Management		HR Competency Mgmt		Information Definition		Asset Definition		Program Definition		Event Definition		Training Definition	
	Money Movement		HR Compensation Mgmt		Information Organization		Asset Matching		Program / Schedule Matching		Event/Schedule Matching		Training Development	
	Financial Information Mgmt		HR Hierarchy Mgmt		Information Aggregation		Asset Inventory Mgmt		Program / Human Resource Matching		Event/Asset Matching		Training Packaging	
			HR Information Mgmt		Information Dissemination				Portfolio Information Mgmt		Event/Location Matching		Training Dissemination	
		HR Supply/Demand Mgmt		Information Packaging										

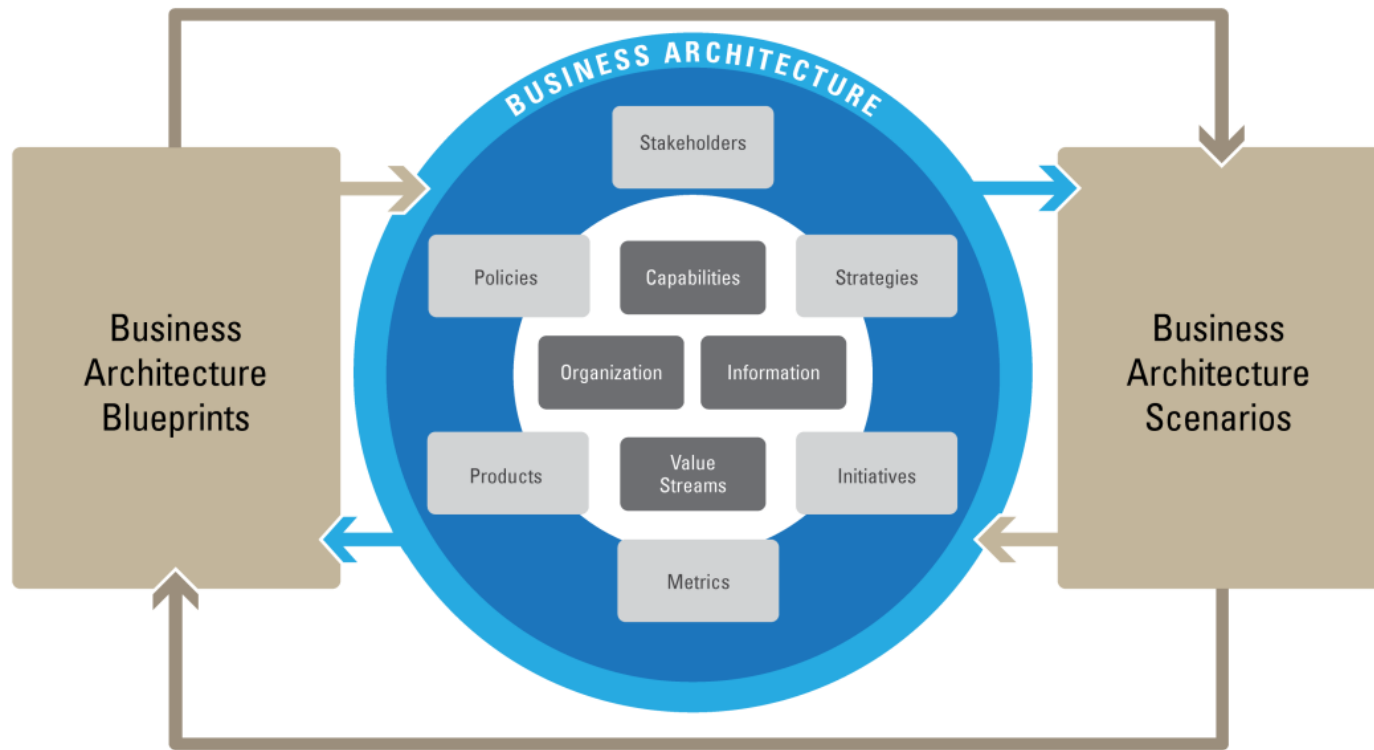
*A value stream is “an end-to-end view of how value is achieved for a given stakeholder.”*



# BIZBOK متا مدل معماری



معماری کسب و کار در مقابل تحلیل کسب و کار  
تقابل یا هم افزایی



## COMMON BUSINESS ARCHITECTURE USAGE SCENARIOS

### SCENARIOS:

#### Analysis and Decision-Making

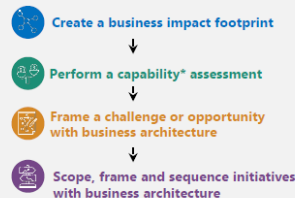
<b>INVESTMENTS</b>	<b>Examples:</b> Initiative alignment and spend <b>Useful To:</b> Portfolio Leaders, Business Leaders
<b>RISK &amp; COMPLIANCE</b>	<b>Examples:</b> Potential overall risks, people risks, security risks, compliance issues, etc. <b>Useful To:</b> Risk Managers, Legal, Compliance
<b>COST ALLOCATIONS</b>	<b>Examples:</b> Cost of specific capabilities, operations, etc. <b>Useful To:</b> Finance, Business Leaders
<b>ORGANIZATION</b>	<b>Examples:</b> Business unit responsibilities, organizational changes, etc. <b>Useful To:</b> HR, Business Leaders
<b>PARTNERS/ SUPPLY CHAIN</b>	<b>Examples:</b> Vendor performance, cost, risk, effectiveness, etc. <b>Useful To:</b> Procurement, Business Leaders
<b>SIMPLIFICATION</b>	<b>Examples:</b> Applications, organization, processes, products, assets, etc. <b>Useful To:</b> CIO, EA, Product Leaders
<b>APPLICATIONS</b>	<b>Examples:</b> Rationalization, tech debt, risk, business alignment, modernization, etc. <b>Useful To:</b> CIO, EA, Business Leaders

### KEY PATTERNS:

- Map/heatmap content onto capabilities and/or value streams\* and analyze
- Frame a challenge or opportunity with business architecture

#### Direction Translation

Strategy  
Business Transformation  
Business Model Change  
Comprehensive Change Initiative  
Structural Change Integration (see column to the right)



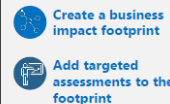
#### Structural Changes

- External: Multiple Entities
- Merger
  - Acquisition
  - Divestiture
  - Joint Venture
- Internal: Organizational Redesign
- New department
  - Merging or splitting departments



#### What If Analysis

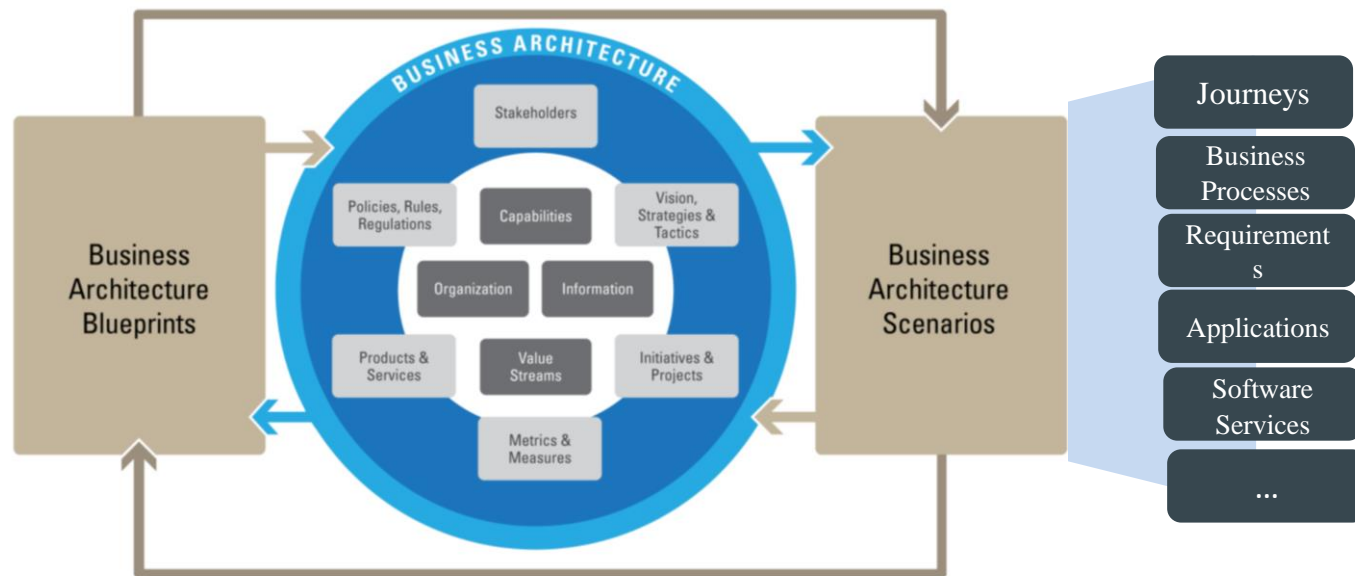
New Strategy  
Business Model Change  
New Product  
New Market  
New Regulation  
New Initiative (even if already scoped)



\* Leverage other business architecture domains as applicable

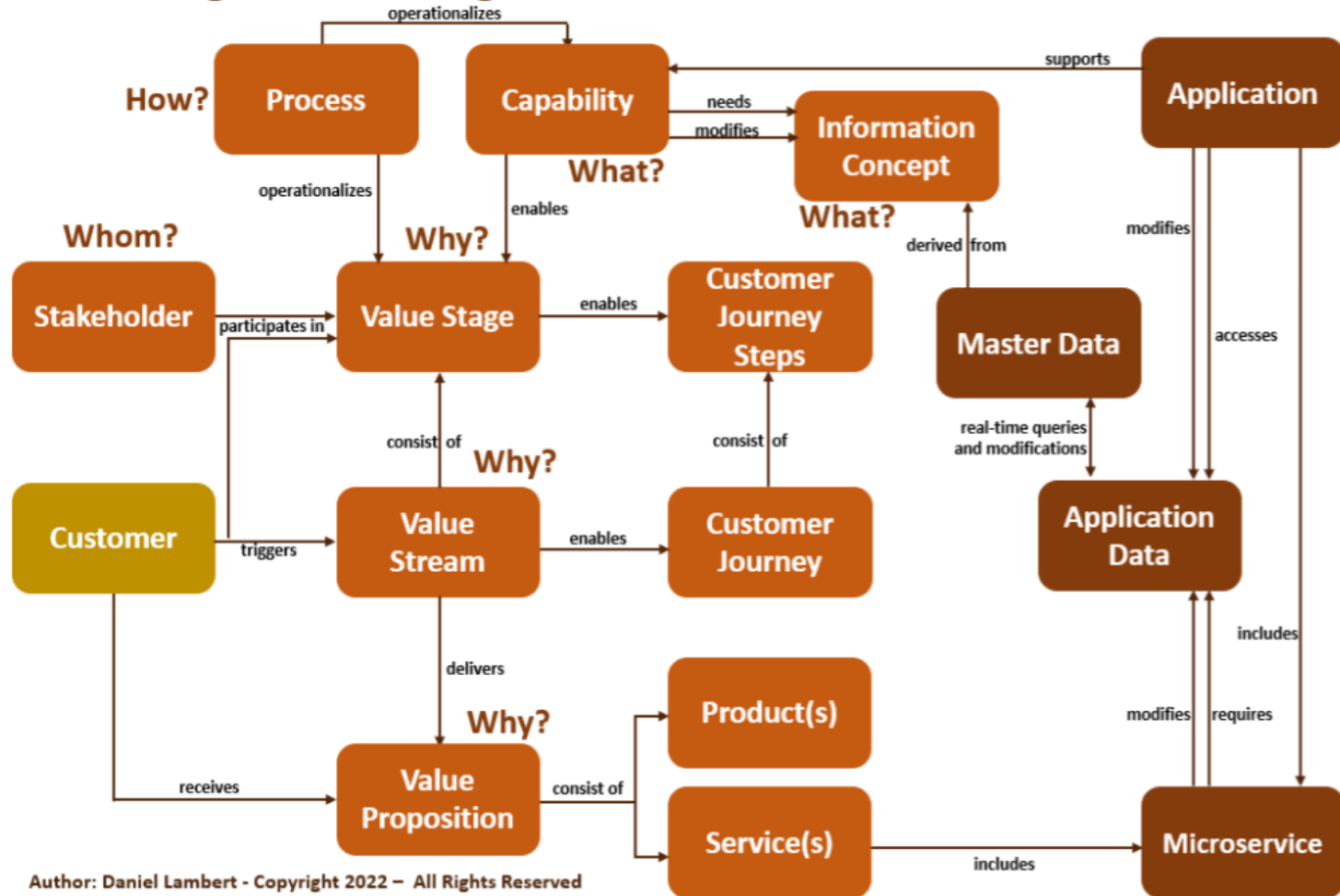
Copyright © 2022 S2E Transformation Inc.

## چارچوب معماری BIZBOK در ارتباط با سایر حوزه ها



معماری کسب و کار در مقابل تحلیل کسب و کار  
تقابل یا هم افزایی

# Extracting Value from Agile Business Architecture and IT Architecture



***Business architecture does not overlap with other teams, but rather:***

- *Provides input*
- *Consumes output*
- *Offers complementary value*

***Business architecture helps other teams by:***

- *Informing and enabling them in a variety of ways*
- *Connecting dots and providing traceability across teams*

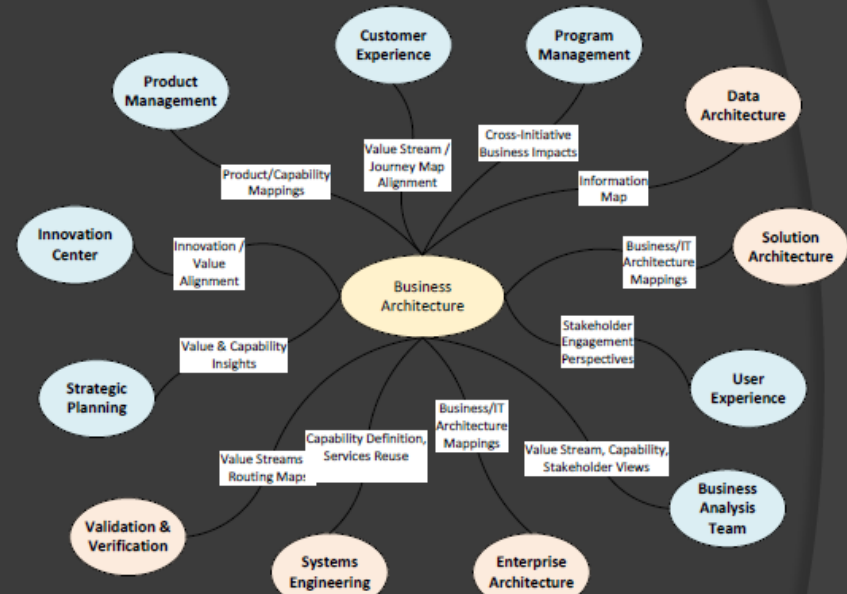
# معماری کسب و کار در ارتباط با سایر تیم ها در سازمان

## Value provided



## Outputs provided

(can be bi-directional inputs and outputs)



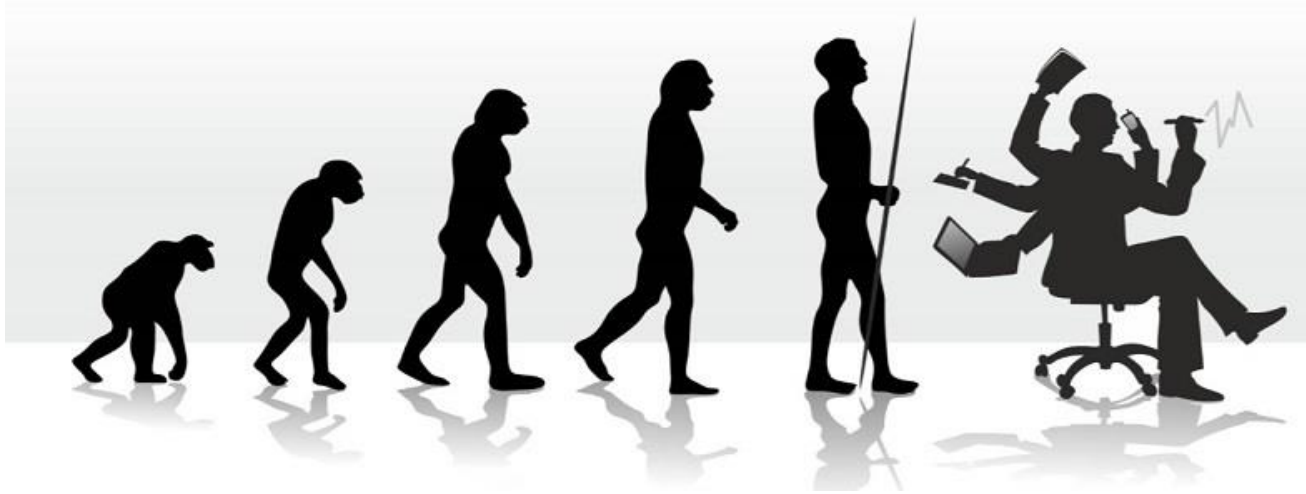
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# تحلیل کسب و کار

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معماری کسب و کار در مقابل تحلیل کسب و کار  
تقابل یا هم افزایی

# Evolution of the Business Analyst





WIKIPEDIA  
The Free Encyclopedia

***Business analysis** is a professional discipline focused on identifying business needs and determining solutions to business problems. Solutions may include a software-systems development component, process improvements, or organizational changes, and may involve extensive analysis, strategic planning and policy development. A person dedicated to carrying out these tasks within an organization is called a business analyst or BA.*



*The **business analysis discipline** has evolved over the last twenty years and is still an important practice of enabling change in an organisational context, by defining needs and recommending solutions that deliver value to stakeholders. Whilst, technology will be important for many solutions, there is a need to consider a wider aspect of change in the area of process, organisation, information and people (POPIT) to meet business outcomes.*

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# Professional in Business Analysis PBA

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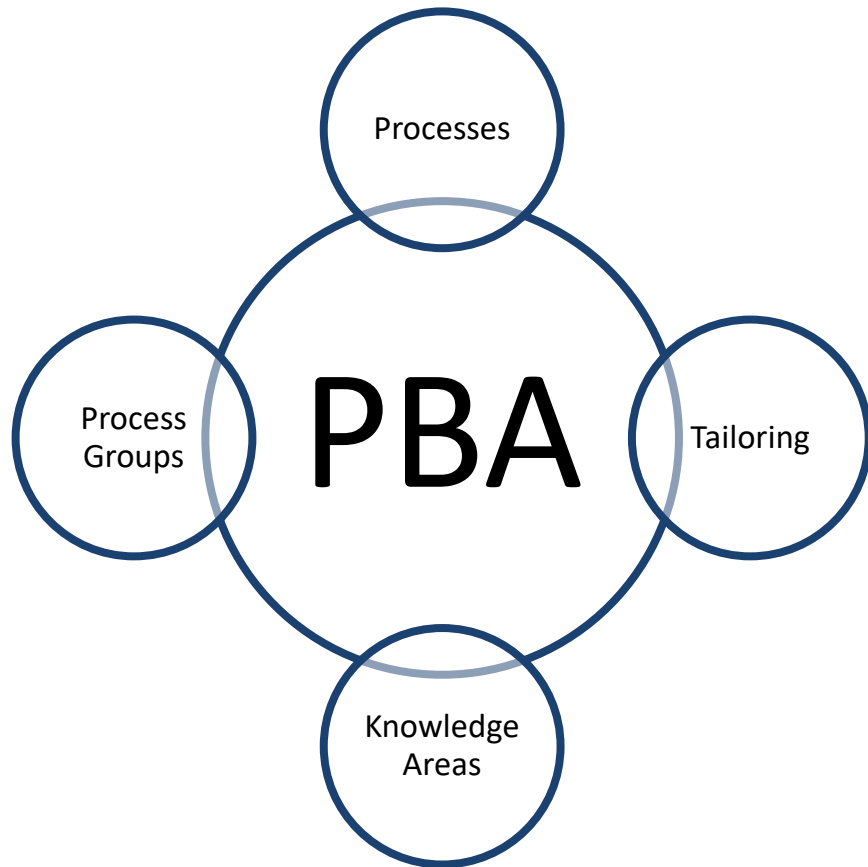


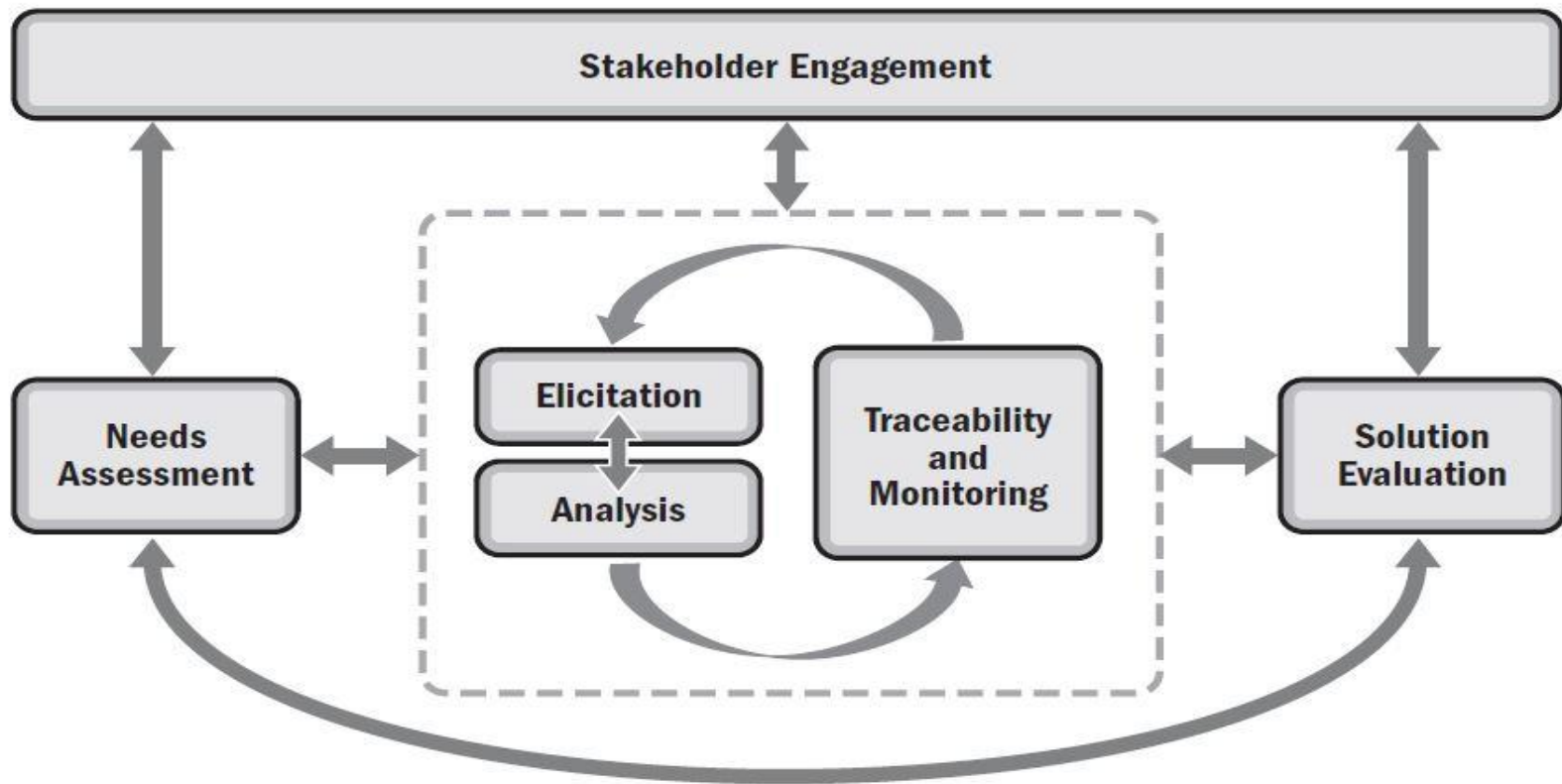
معماری کسب و کار در مقابل تحلیل کسب و کار  
تقابل یا هم افزایی

*The PMI Guide to Business Analysis, referred to here as the guide, is intended to serve the needs of organizations and business analysis professionals by providing practical knowledge and good practices needed to contribute to portfolio, program, project, and product success and support the delivery of high-quality solutions. This guide is intended to enable business analysis to be effectively performed regardless of the project life cycle, whether a predictive, iterative, adaptive, or hybrid approach is used, and provide guidance for business analysis regardless of the job title of the individual performing it.*

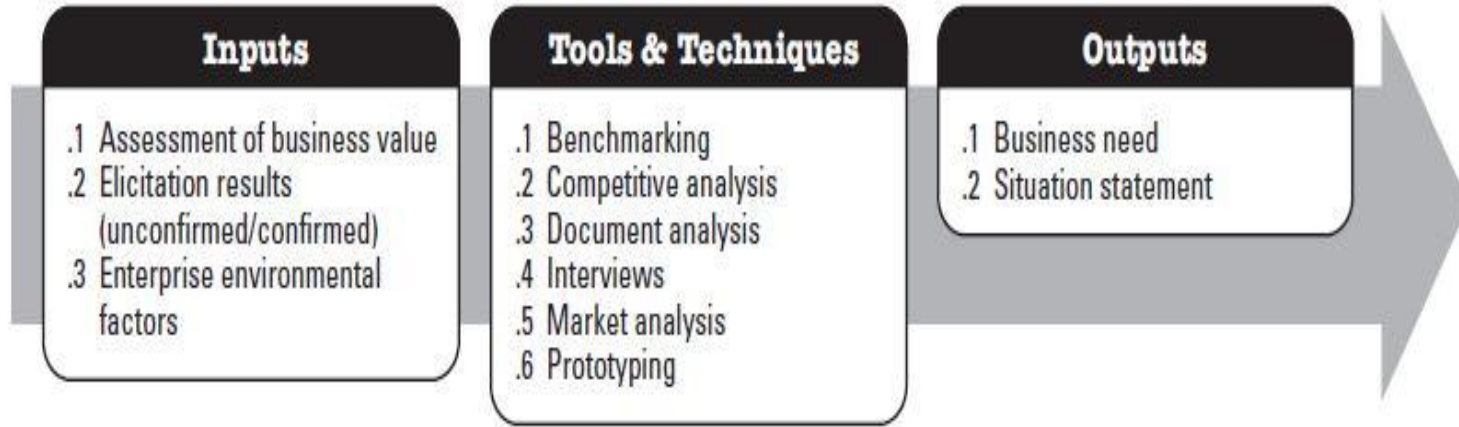
*Business analysis is the application of knowledge, skills, tools, and techniques to:*

- *Determine problems and opportunities;*
- *Identify business needs and recommend viable solutions to meet those needs and support strategic decision making;*
- *Elicit, analyze, specify, communicate, and manage requirements and other product information;*
- *Define benefits and approaches for measuring and realizing value, and analyzing those results.*

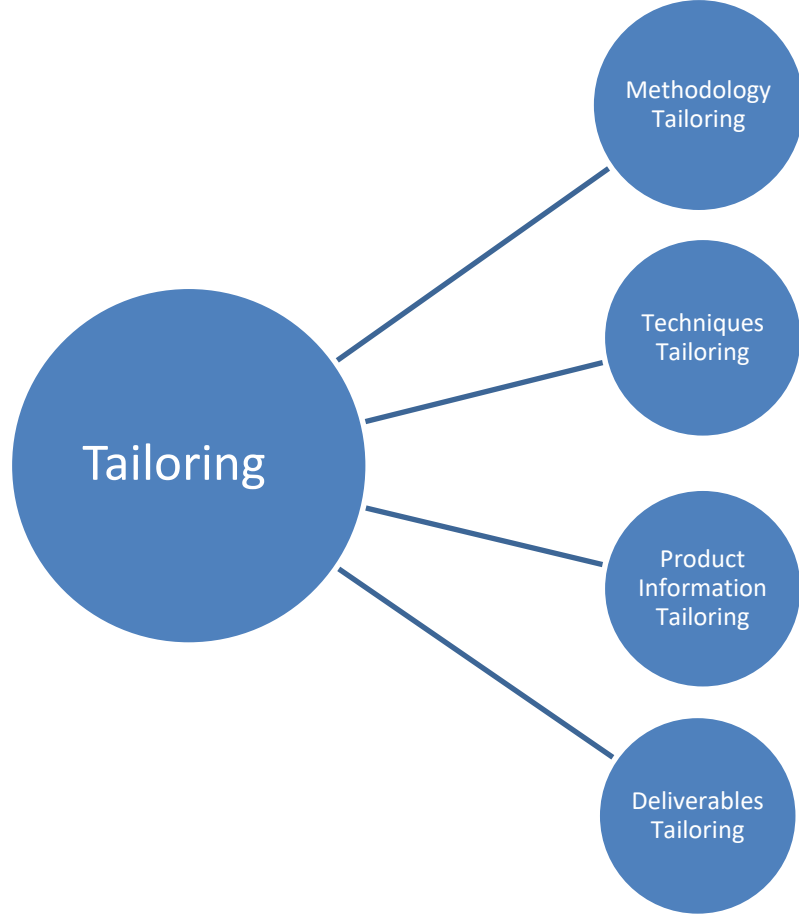




## فرآیندهای تحلیل کسب و کار



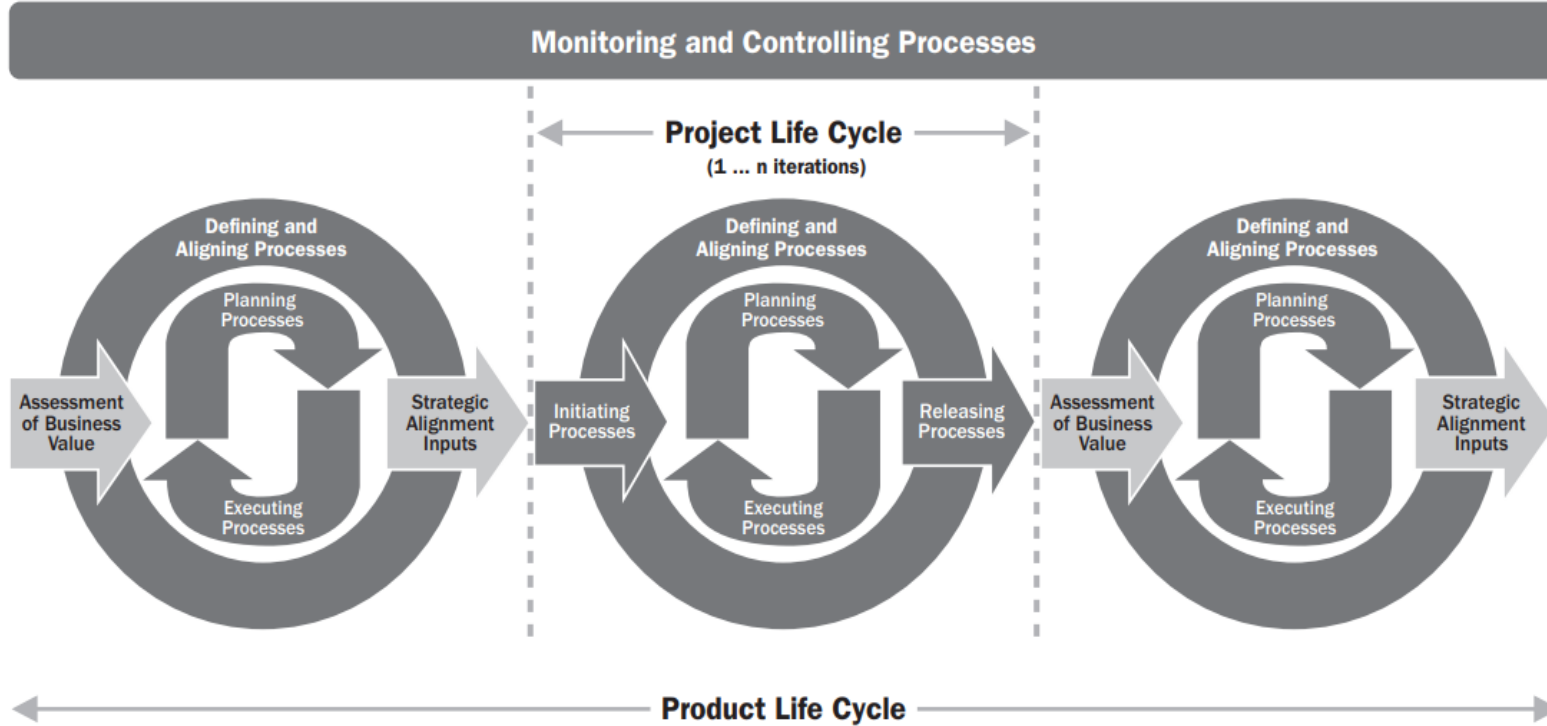
معماری کسب و کار در مقابل تحلیل کسب و کار  
تقابل یا هم افزایی



*The Standard for Business Analysis mirrors a similar structure to The Standard for Project Management utilizing process groups and processes to describe the work. It discusses business analysis work via 35 processes distributed across six Business Analysis Process Groups including:*

- *Defining and Aligning*
- *Initiating*
- *Planning*
- *Executing*
- *Monitoring and Controlling*
- *Releasing*

# ارتباط گروه فرایندهای PBA با گروه فرایندهای PMBOK



معماری کسب و کار در مقابل تحلیل کسب و کار  
تقابل یا هم افزایی

- *PRODUCT*
- *PRODUCT REQUIREMENTS*
  - *Business Requirement*
  - *Stakeholder requirement*
  - *Solution requirement*
  - *Transition requirement (Functional and Non Functional)*

- *ANALYTICAL SKILLS*
- *EXPERT JUDGMENT*
- *COMMUNICATION SKILLS*
- *PERSONAL SKILLS*
- *LEADERSHIP SKILLS*
- *TOOL KNOWLEDGE*

# مفاهیم کلیدی (استاندارد تحلیل کسب و کار)

## The Standard for Business Analysis

The information contained in this part is not an American National Standard (ANS) and has not been processed in accordance with ANSI's requirements for an ANS. As such, the information in this part may contain material that has not been subjected to public review or a consensus process. In addition, it does not contain requirements necessary for conformance to an ANS standard.

معماری کسب و کار در مقابل تحلیل کسب و کار  
تقابل یا هم افزایی

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# Business Analysis Body of Knowledge BABOK

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**2003**  
The First IIBA Meeting

**2005**  
1st Global Chapters

**2006**  
Endorsed Education Providers (EEP) Program

**2009**  
BABOK Guide v.2

**2011**  
Global Academic Program

**2013**  
Agile Extension to the BABOK Guide

**2015**  
Business Analysis Core Concept Model (BACCM)

**2017**  
Competency Model v.4

**2019**  
Business Data Analytics Domain & Certification (IIBA-CBDA)

**2020**  
KnowledgeHub

**2021**  
Research: Achieving More with Data

**2022**  
The Business Analysis Standard

**2004**  
IIBA was Incorporated

**2005**  
BABOK Guide v.1

**2006**  
Certified Business Analysis Professional (CBAP)

**2010**  
Global Membership and Corporate Programs

**2011**  
Certification of Competency in Business Analysis (CCBA)

**2015**  
BABOK Guide v.3

**2016**  
Entry Certificate in Business Analysis (ECBA)

**2018**  
Agile Analysis Domain & Certification (IIBA - AAC)

**2019**  
Analyst Catalyst Blog

**2020**  
Cybersecurity Analysis Domain & Certification (IIBA-CCA)

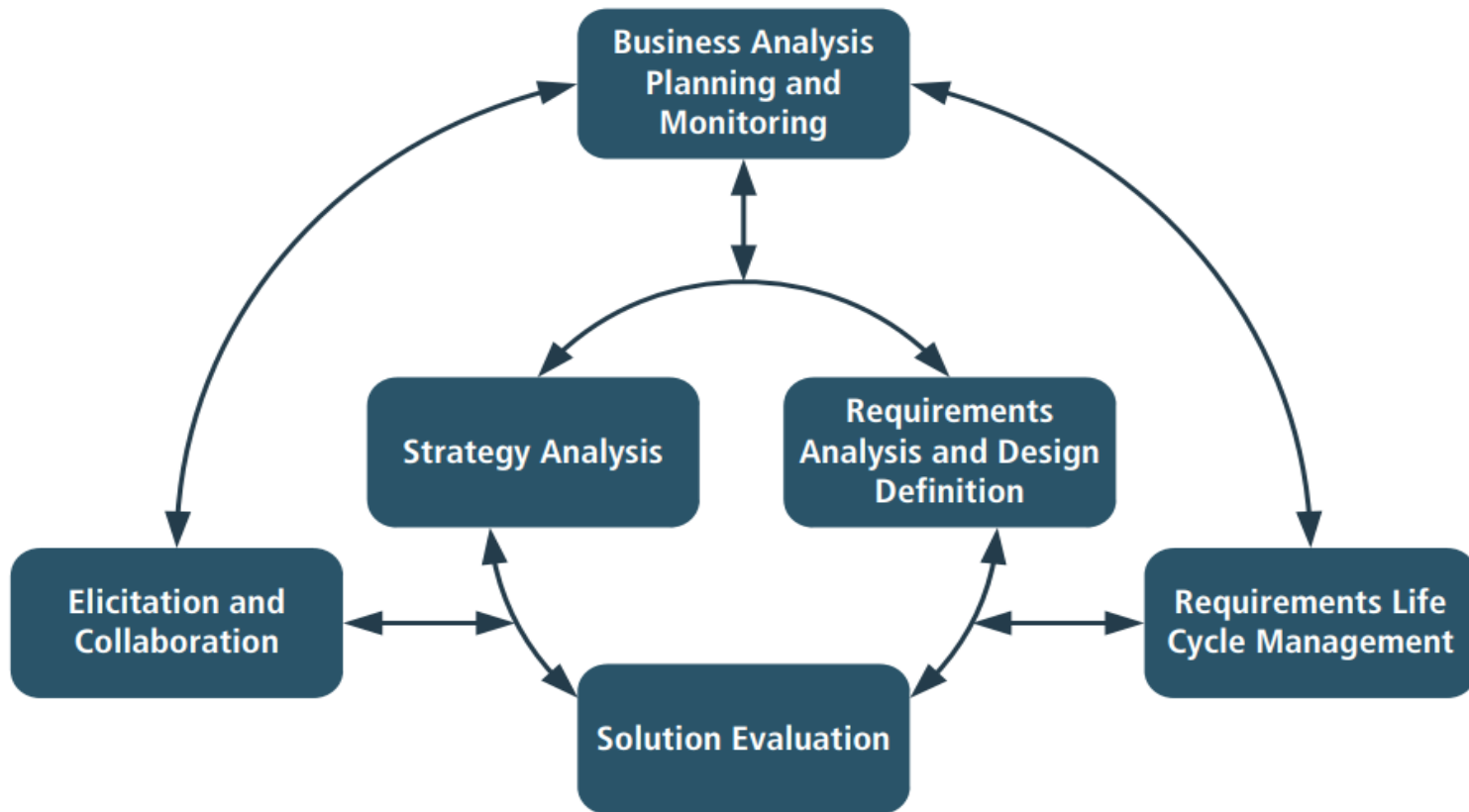
**2021**  
Product Ownership Analysis Domain & Certification (CPOA)

**2022**  
Research: Being Nimble

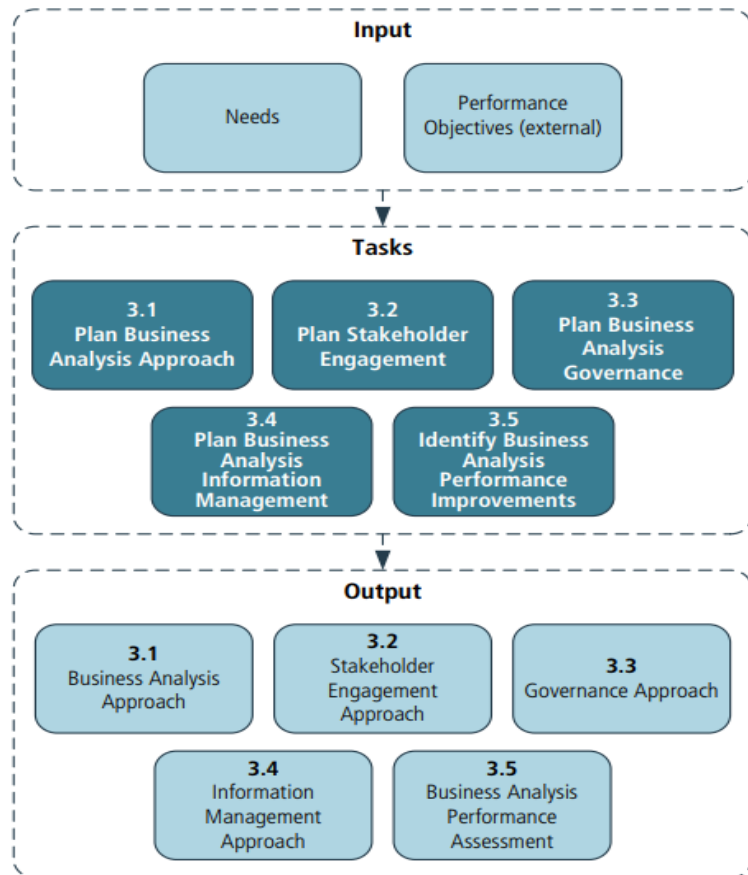
**2023**  
20<sup>th</sup> Year Anniversary

*Business analysis is the practice of enabling change in an enterprise by defining needs and recommending solutions that deliver value to stakeholders. Business analysis enables an enterprise to articulate needs and the rationale for change, and to design and describe solutions that can deliver value.*



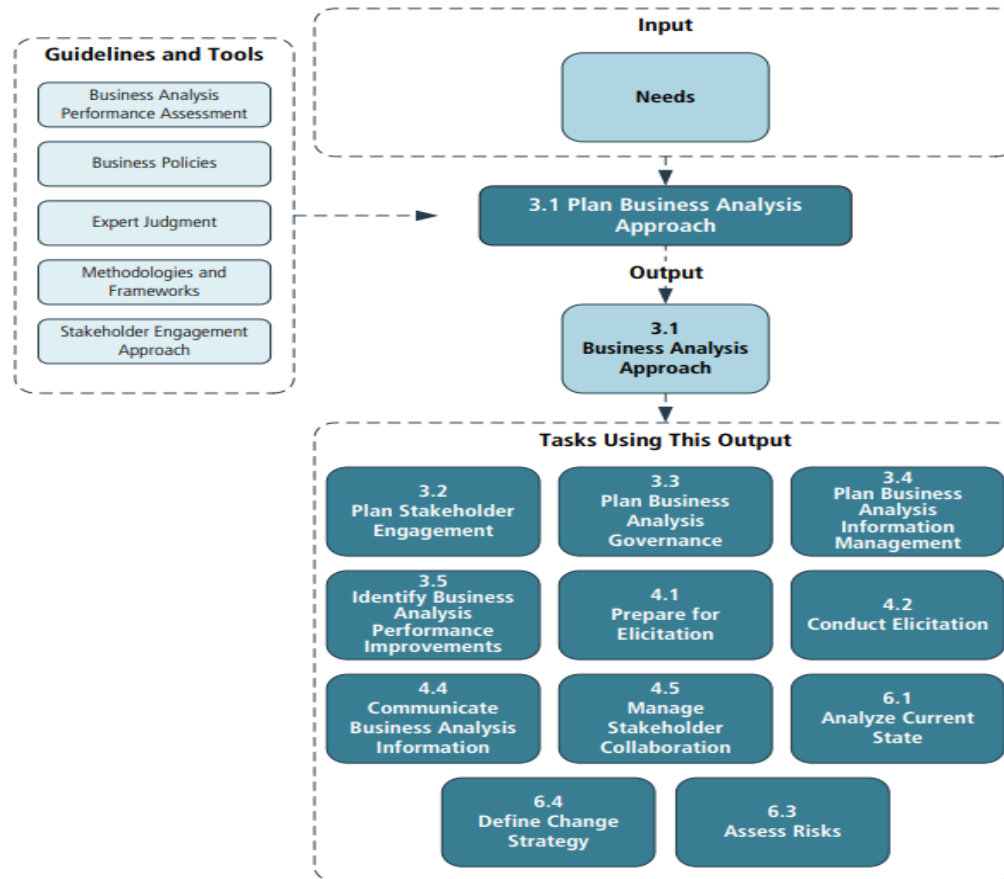


## نمونه ای از حوزه های دانشی



معماری کسب و کار در مقابل تحلیل کسب و کار  
تقابل یا هم افزایی

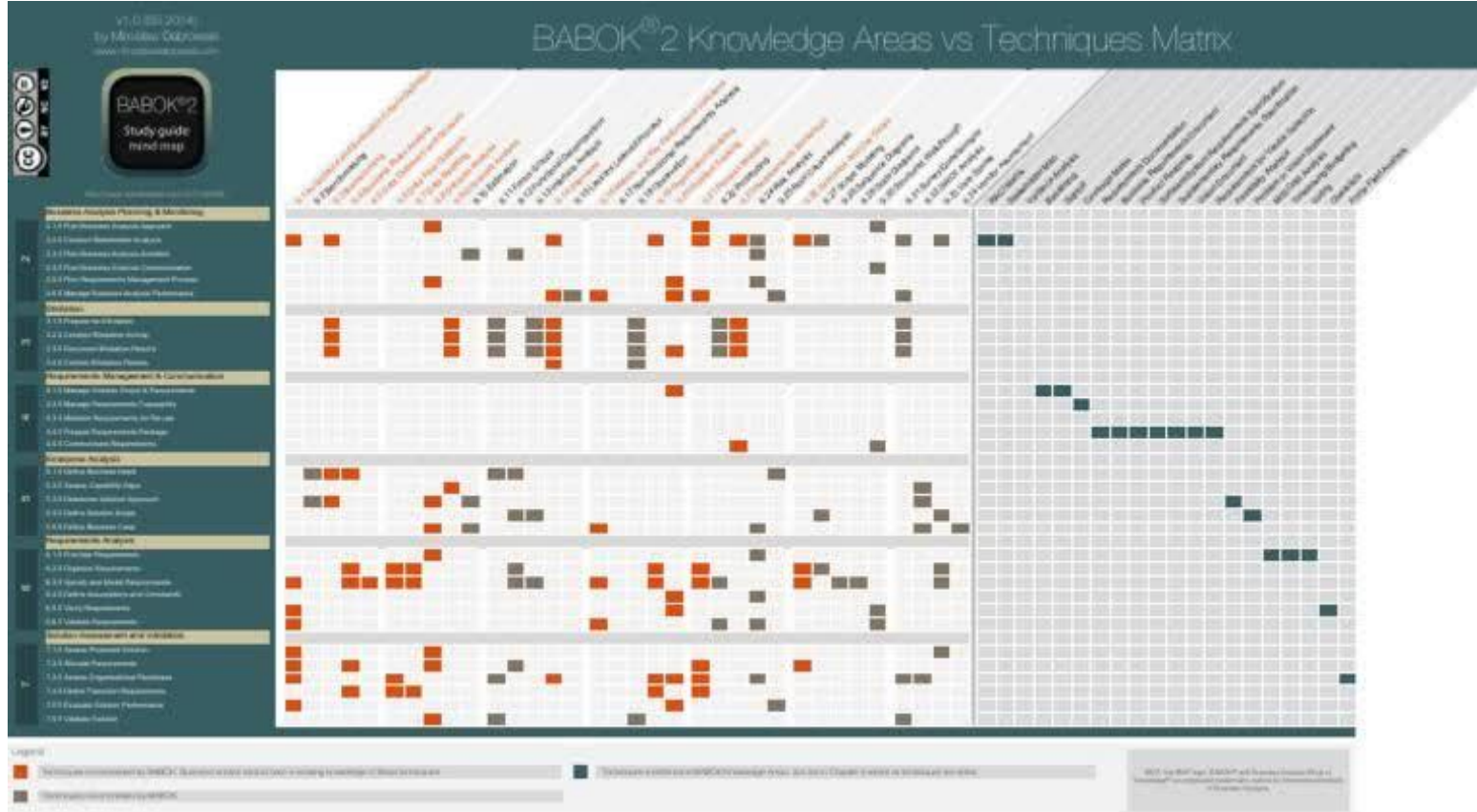
## مفهوم وظیفه (Task)



معماری کسب و کار در مقابل تحلیل کسب و کار  
تقابل یا هم افزایی

- *Analytical Thinking and Problem Solving*
- *Behavioral Characteristics*
- *Business Knowledge*
- *Communication Skills*
- *Interaction Skills*
- *Tools and Technology*

# تکنیک های تحلیل کسب و کار

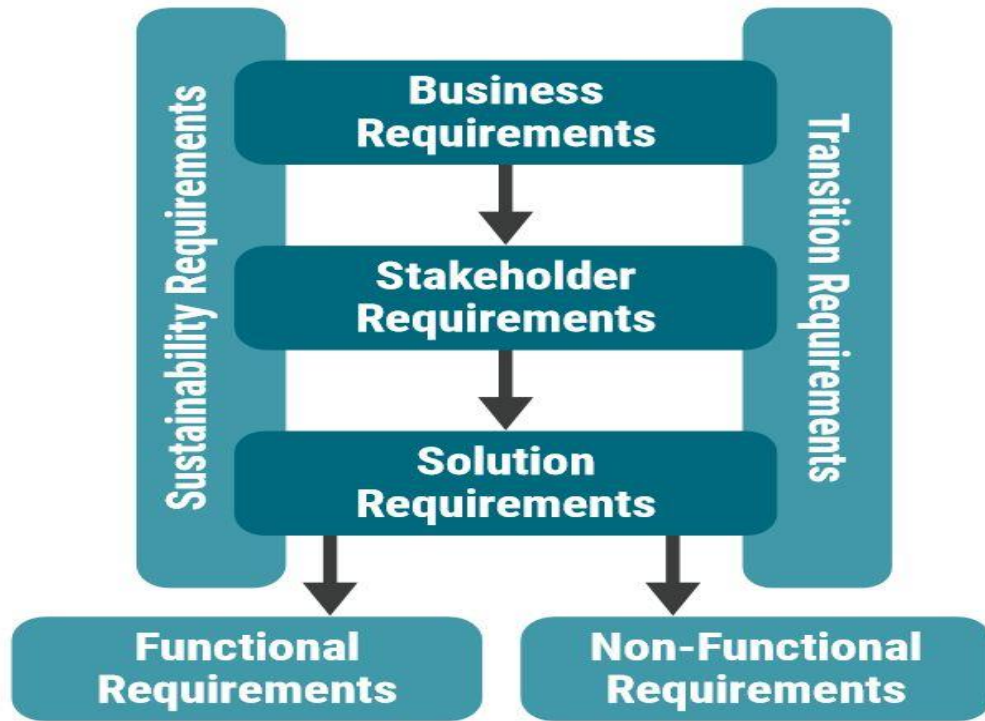


معماری کسب و کار در مقابل تحلیل کسب و کار  
تقابل یا هم افزایی

- *Business Analysis Core Concept Model(BACCM)*
- *Key Terms*
- *Requirements Classification Schema*
- *Stakeholders*
- *Requirements and Design*

*The BACCM™* is a “thinking model” and “organizing model” for effective business analysis.



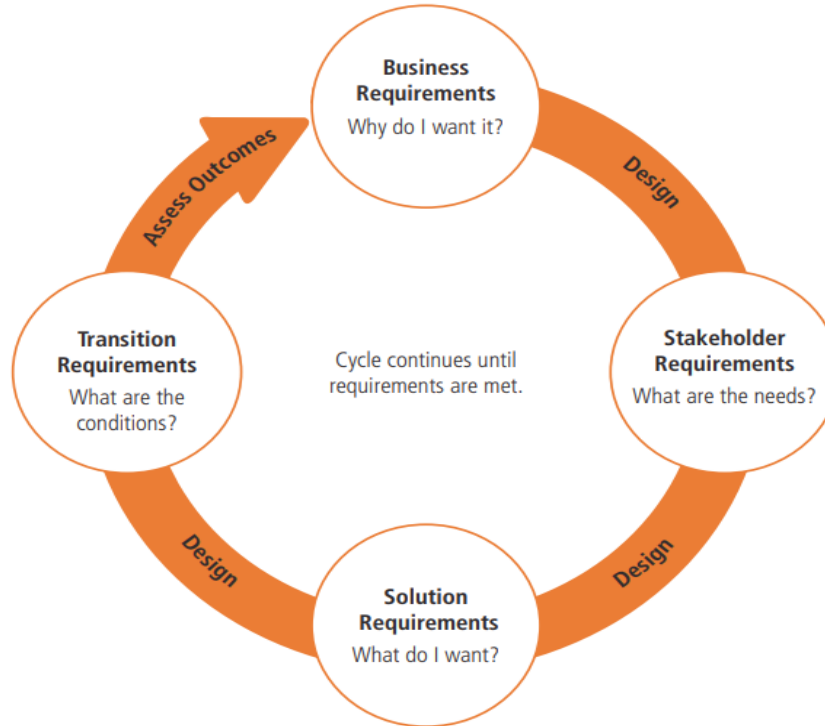


## Requirements

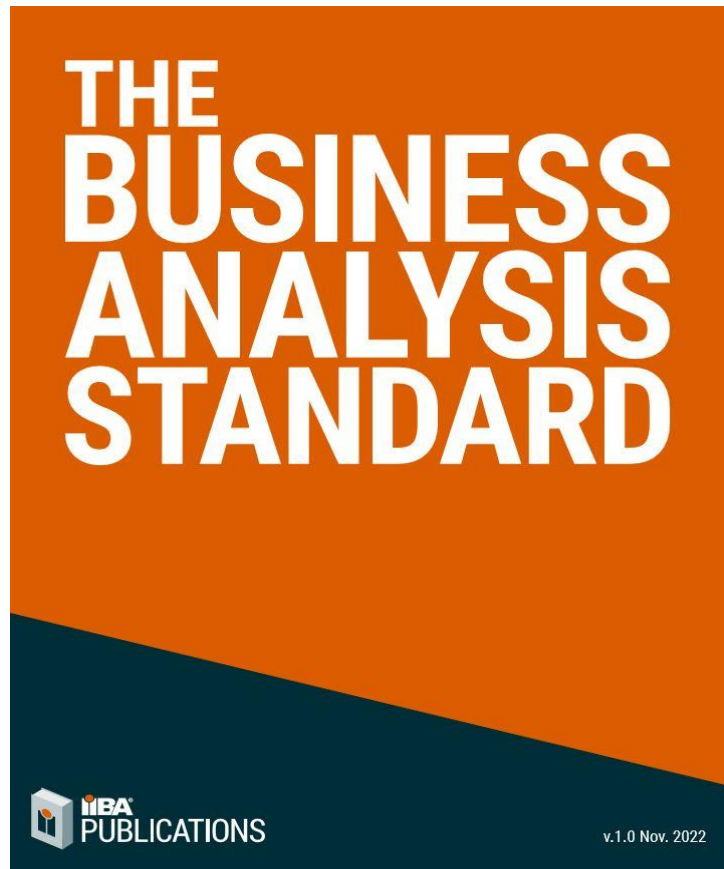
- A requirement is a usable representation of a **need**.
- Requirements focus on understanding **what kind of value** could be delivered when fulfilled.

## Designs

- A design is a usable representation of a **solution**.
- Design focuses on understanding **how value** might be realized by a solution if it is built.



- *Agile*
- *Business Intelligence*
- *Information Technology*
- *Business Architecture, and*
- *Business Process Management*



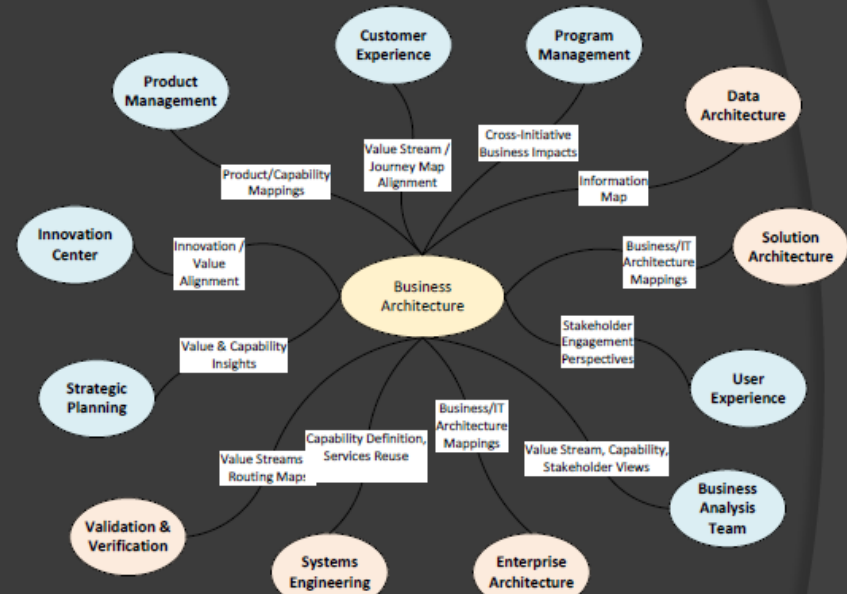
# معماری کسب و کار در ارتباط با سایر تیم ها در سازمان

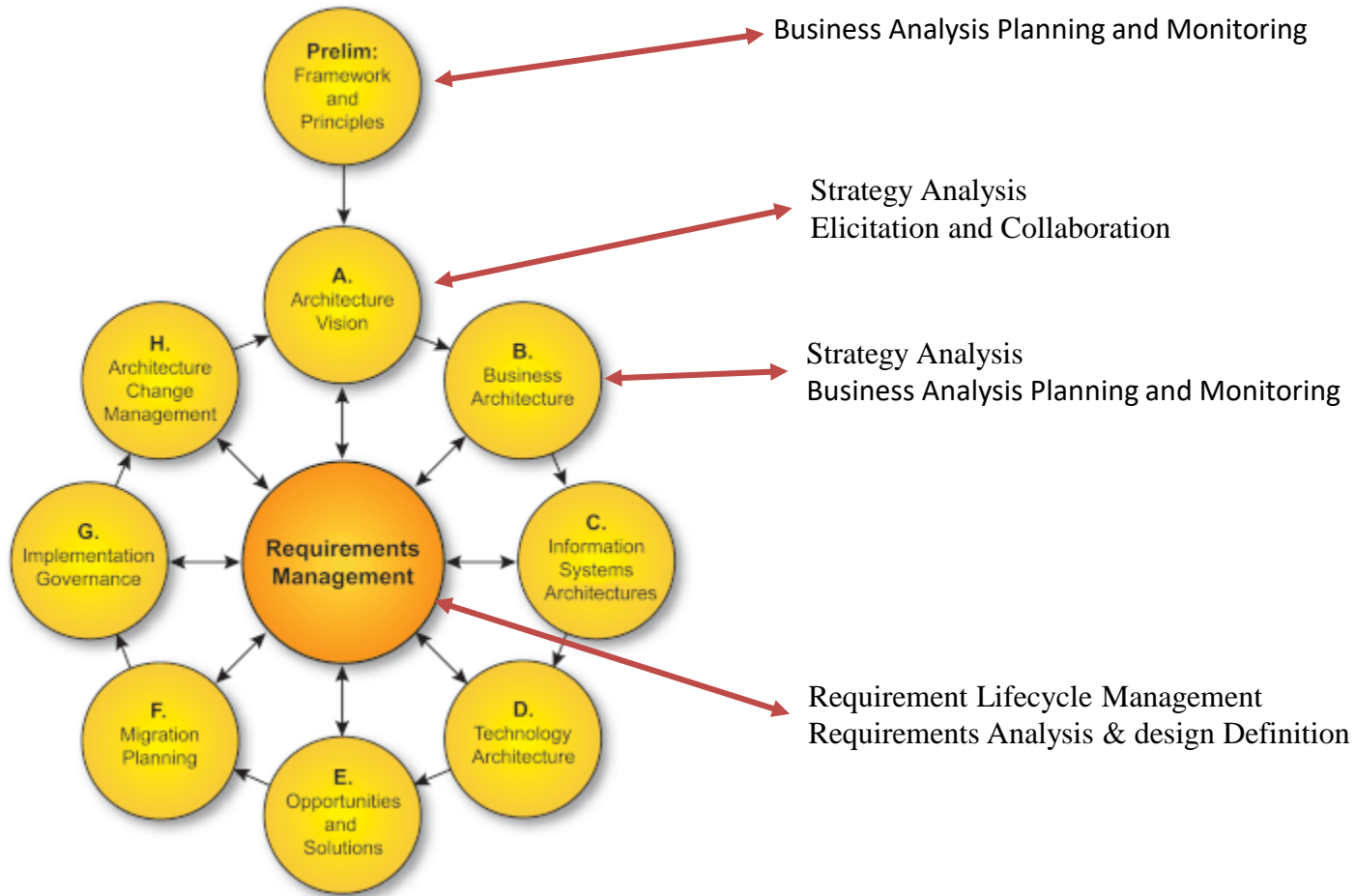
## Value provided

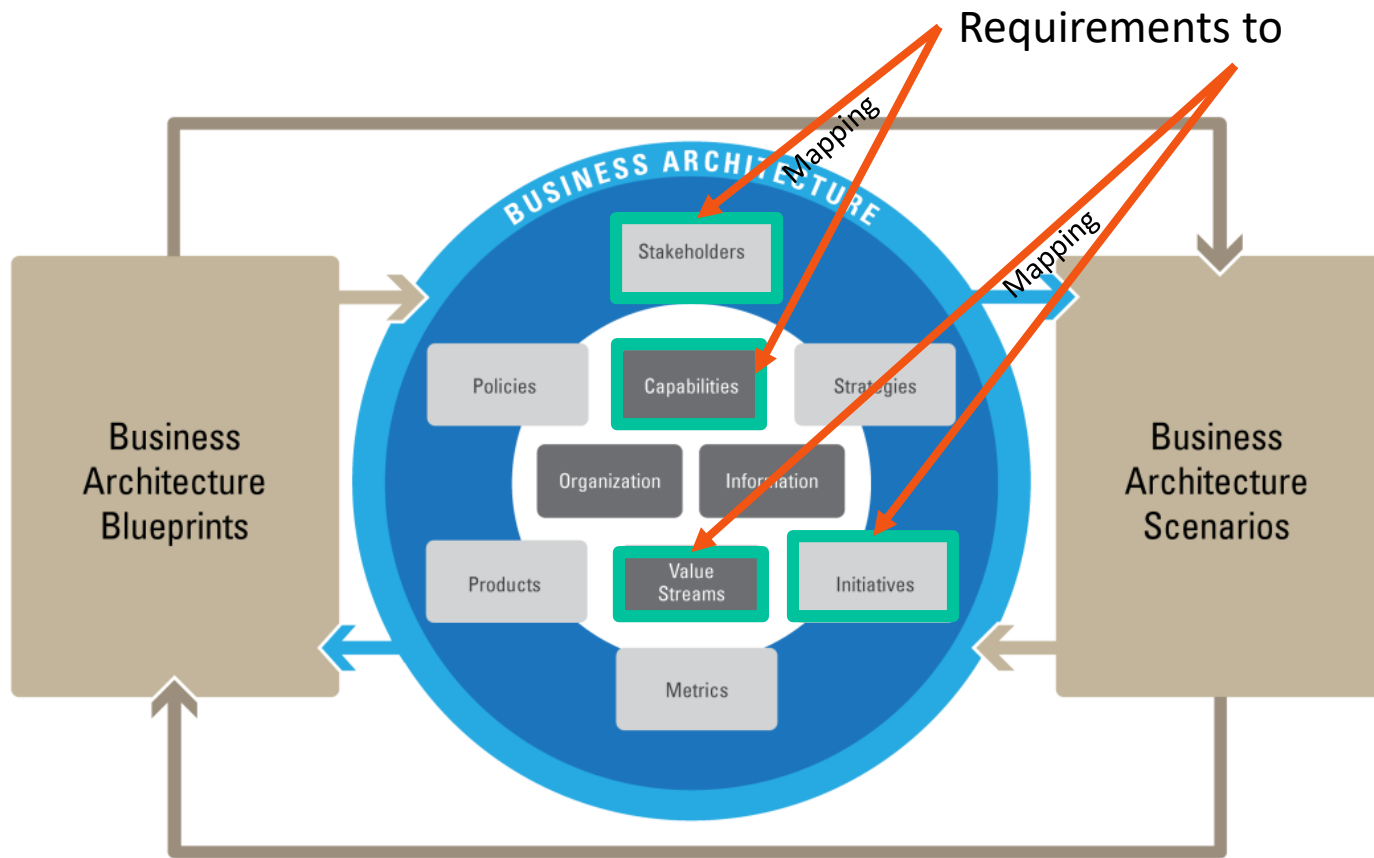


## Outputs provided

(can be bi-directional inputs and outputs)

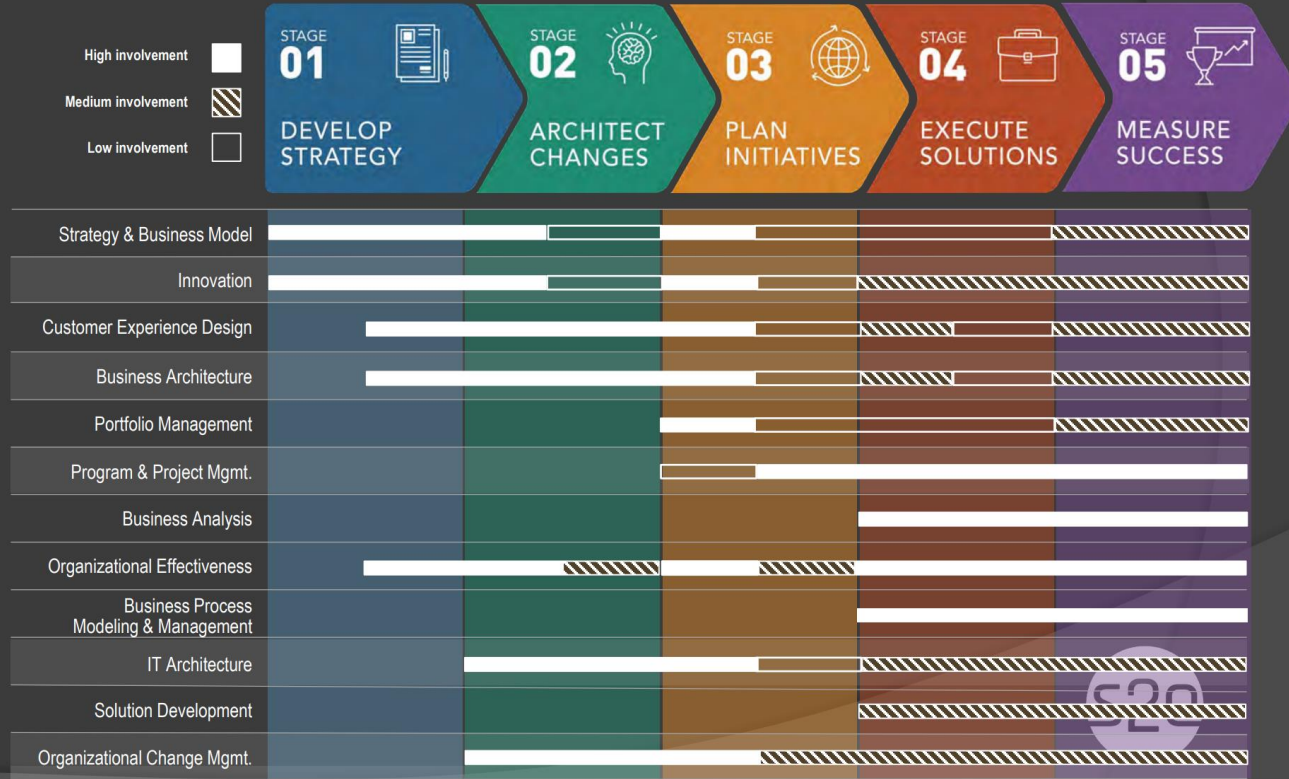


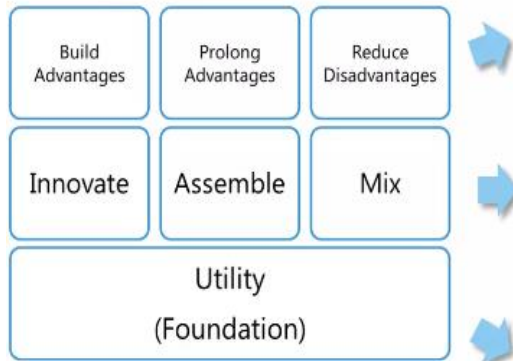




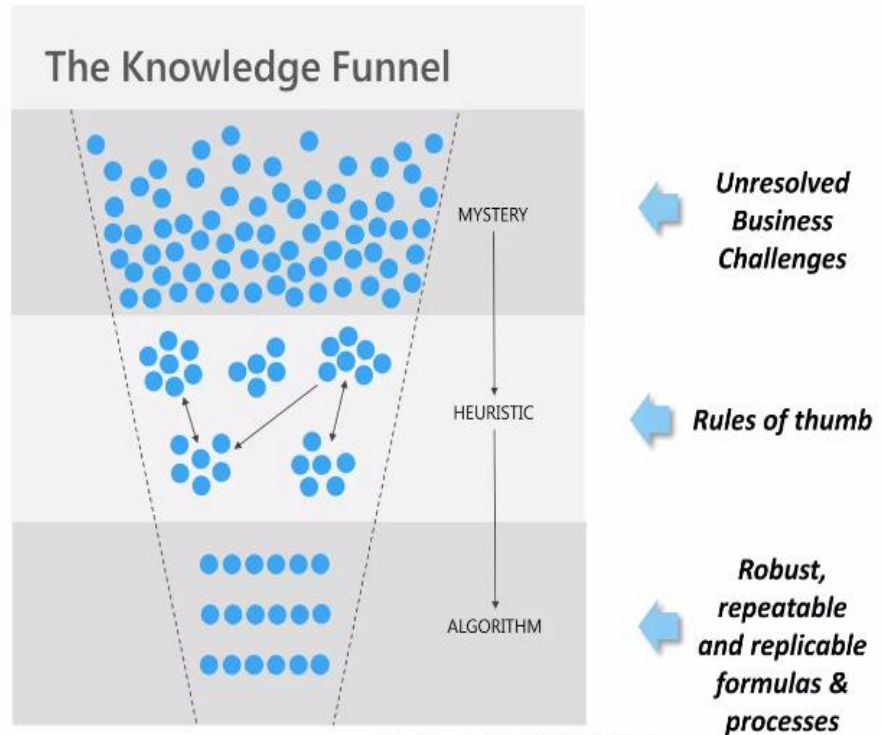
- Accelerates requirement definition by establishing a clear, complete scope of requirements with concrete business context
- Increases requirement reuse
- Limits requirement variation in definition and categorization between analysts
- Enables definition of a clearer set of requirements acceptance criteria
- Saves time by providing a common language
- Provides traceability to answer the question of why the requirement exists –traceable logic from business strategy through solution deployment

# Strategy Execution Takes An Ecosystem





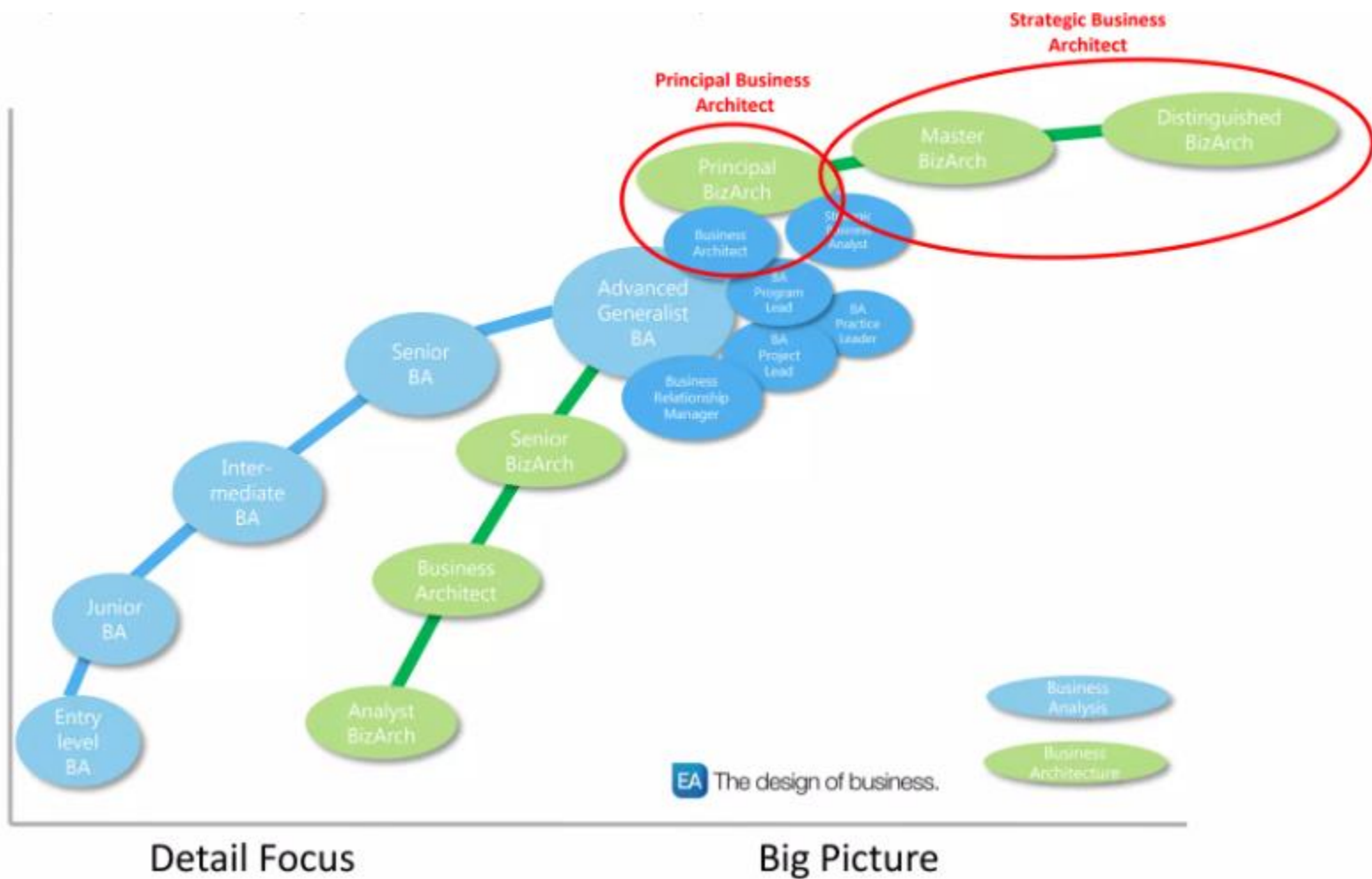
*Ultimately all innovative algorithms  
will become utility.*

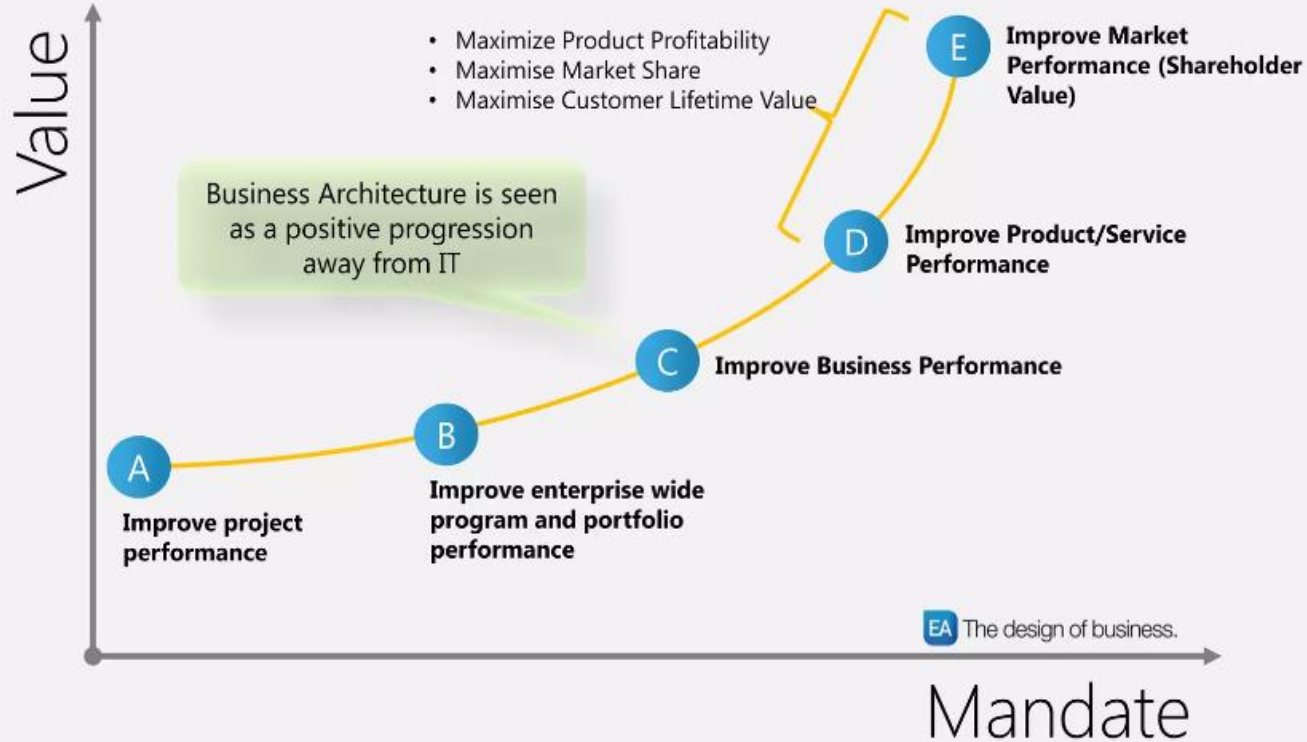


\* From Roger Martin (2009) *The Design of Business*

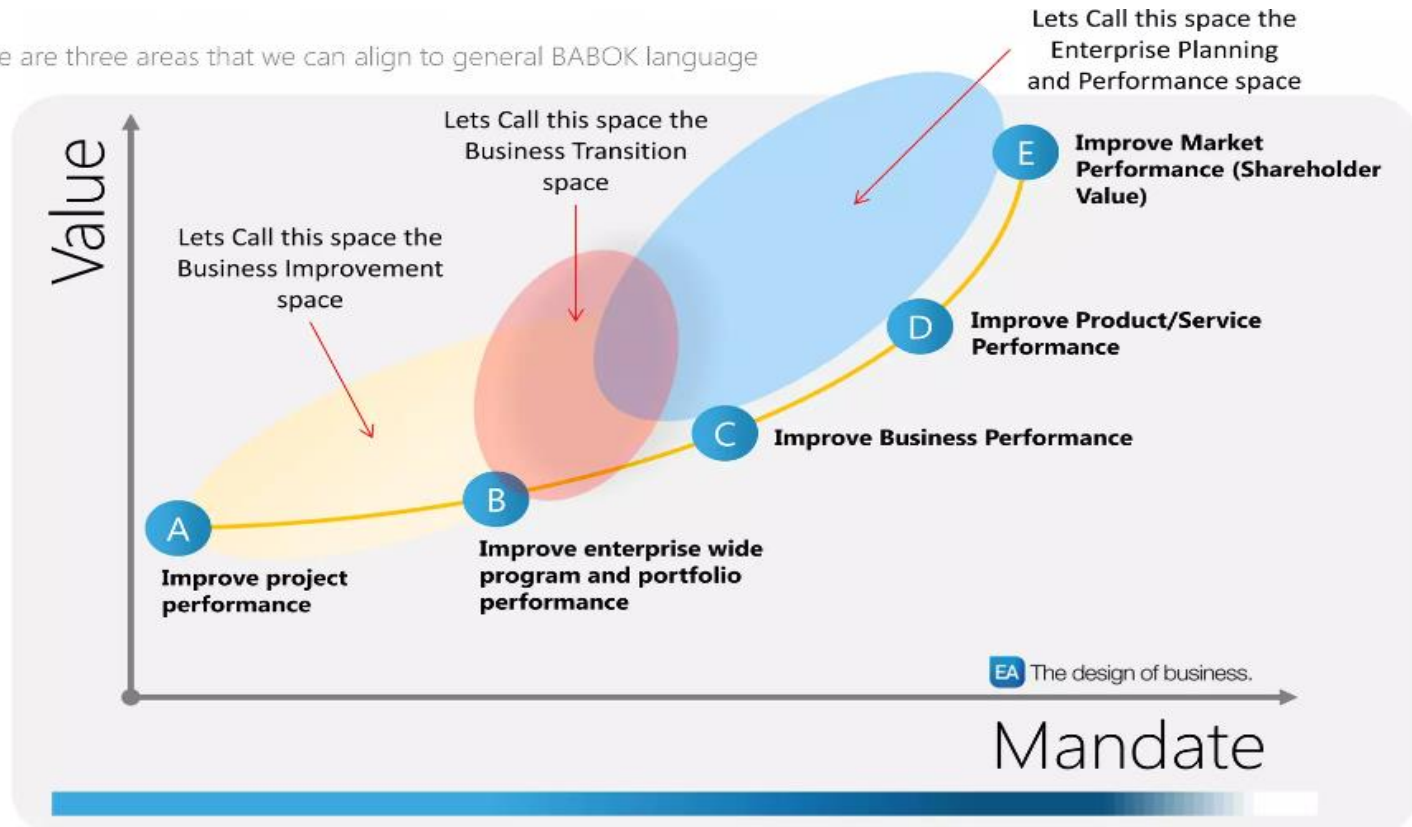
*Underlying Competency*

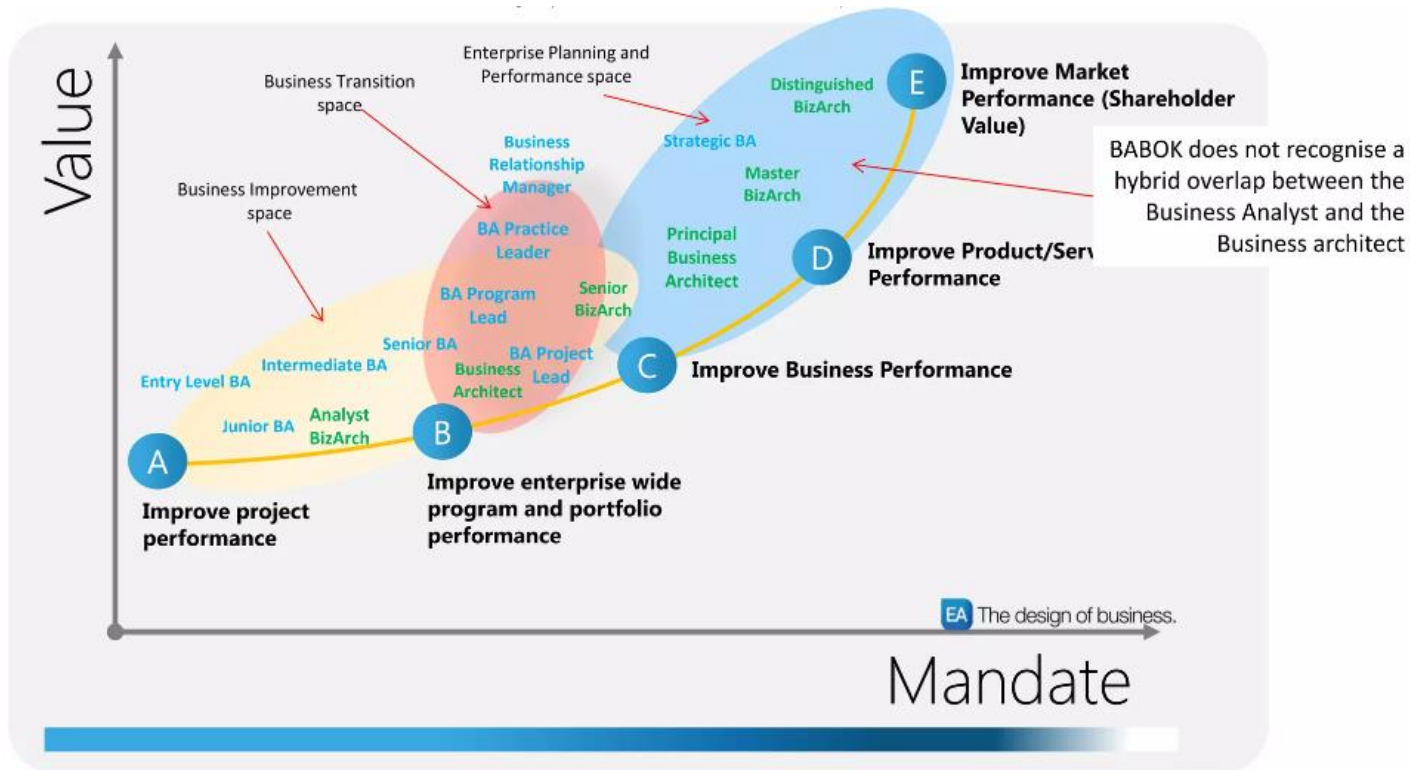
Foundational  
Advanced





There are three areas that we can align to general BABOK language





تحلیل کسب و کار	معماری کسب و کار	
عملیاتی (تمرکز بر جزئیات)	استراتژی (Big Picture)	زمینه کاری
نیازمندی های کسب و کار	قابلیت های کسب و کار	محوریت
شناسایی و پاسخگویی به نیازمندی های کسب و کار	استفاده از رویکرد معماری در سناریوهای مختلف کسب و کار- ساخت پایگاه دانش معماری- ایجاد زیرساخت کاربردی معماری کسب و کار	ماموریت
محدوده پروژه- راهکار مشخص	اجرای یک استراتژی- مدیریت پورتفولیو- محدوده پروژه- راهکار مشخص	دامنه هدف
ارائه مستندات درخصوص طرح کسب و کار، تحلیل نیازمندی ها، تحلیل ذینفعان، راه حل ها و طرح های امکان سنجی	بلوپرینتهای مختلف در سازمان ( ریشه یابی مشکلات)- ارائه دیدگاههایی برای پشتیبانی از تصمیم گیری در سازمان (دامنه اثر راهکارها)	تحویل دادنی ها

**Shift happens.**



**Success comes to those that  
embrace the change**

{ارائه دهنده}

{email}

