HOPEX Business Architecture

User Guide

HOPEX V2

INTRODUCTION

HOPEX Business Architecture is based on tools offered by the **HOPEX** platform to support business transformation on the basis of the analysis of business capabilities and the enterprise model.

Business Architecture helps managers define the operating architecture of their enterprise to remain in compliance with its business model and to adapt to changes in the enterprise and in its economic and regulatory environment. **HOPEX Business Architecture** is thus a key tool for enterprise transformation.

The method offered by **HOPEX Business Architecture** is used to take into account the enterprise strategy: from driver analysis to the definition of objectives and action resources. **HOPEX Business Architecture** also constitutes an analysis solution for enterprise business capabilities to ensure the services it plans to provide.

Last but not least, **HOPEX Business Architecture** is combined with other **HOPEX** solutions dedicated to the enterprise architecture used to define organizational, application or infrastructure building blocks.

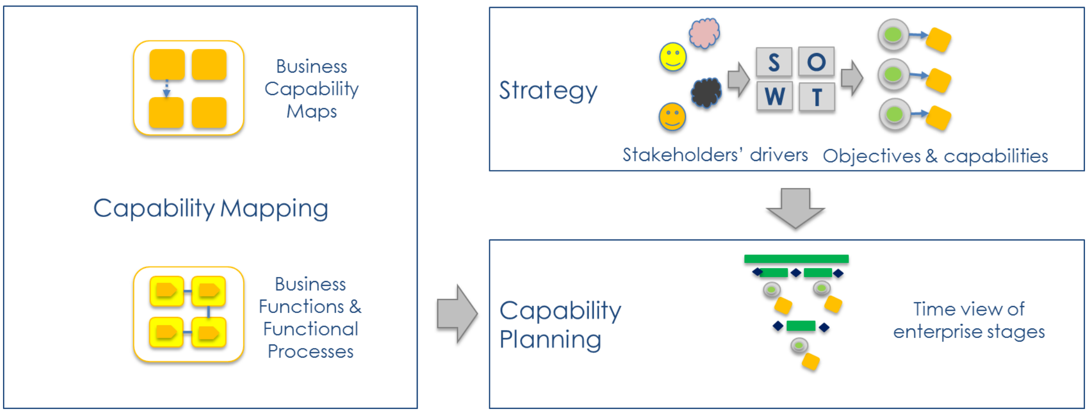
Presentation of HOPEX Business Architecture

Combined with the products of **HOPEX** suite, **HOPEX Business Architecture** supports a methodology and the tools used to describe and plan your business transformation.

The scope covered by HOPEX Business Architecture

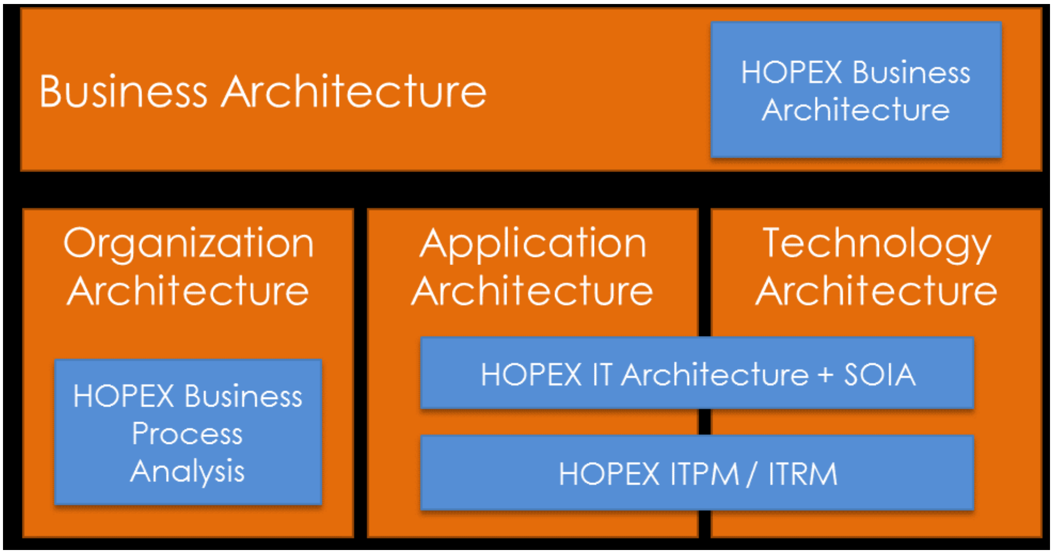
Stages proposed as standard follow a top-down approach, beginning with a review of the business capabilities of the enterprise and its strategy, and ending with a precise definition of enterprise transformation stages.

At each of these phases, standard reports are proposed to simplify analysis of the subject and assist in decision-making.



Positioning of the HOPEX Business Architecture solution

HOPEX Business Architecture can be used with other products in the **HOPEX** suite.



HOPEX Business Process Analysis

The **HOPEX Business Process Analysis** solution provides **HOPEX Business Architecture** with:

- The description of organizations that implement the business functions and/or the business function capabilities identified in **HOPEX Business Architecture**;
- The description of organizational processes that implement the functional processes (value chain) identified in **HOPEX Business Architecture**.

HOPEX IT Architecture

The **HOPEX IT Architecture** solution provides **HOPEX Business Architecture** with the possibility to define whether business capabilities, functionalities or business functions are implemented by resource architectures or application systems and applications.

HOPEX IT Portfolio Management

The **HOPEX IT Portfolio Management** solution provides **HOPEX Business Architecture** with the possibility to define whether the business capabilities are implemented by the applications. Both solutions share the mapping functionality for business capabilities.

HOPEX Risk Mapper

The **HOPEX Risk Mapper** solution provides **HOPEX Business Architecture** with the possibility to associate risks with business functions and functional processes.

HOPEX Business Architecture Profiles

In **HOPEX Business Architecture**, there are two default profiles with which rights and accesses are associated. These profiles are:

- **BA Business Architect**;
- **BA Functional Administrator**.

BA Business Architect;

The business architect is the business user profile of the **HOPEX Business Architecture** solution.

The business architect is responsible for creation and structuring data relating to Business Architecture.

If your license allows, and so that the users connected to this profile can integrate their work, the business architect can also access the objects and main functionalities of the **HOPEX Business Process Analysis**, **HOPEX IT Architecture**, **HOPEX IT Portfolio Management** and **HOPEX Risk Mapper** solutions via the **HOPEX Business Architecture** desktop.

☛ *For more details, see "Presenting the business function architecture desktop", page 19.*

BA functional administrator

The functional administrator has extended rights on all managed objects. The functional administrator is also in charge of the work organization of business architects.

- The functional administrator manages the creation of users and their assignment to profiles;
- The functional administrator creates enterprise plans and identifies the **HOPEX** repository objects that are part of the scope;
- The functional administrator allocates users to one of the enterprise plans by defining **Working Environments** that constitute the entry points of the **HOPEX Business Architecture** desktop;
- The functional administrator creates, for example, the "Existing (As-Is)" and "Target (To-Be)" enterprise transformation stages that are used to start the enterprise transformation roadmap;
- The functional administrator specifies the participants in the enterprise plan as well as the role of each;
- The functional administrator defines the EA organizations (governance bodies) to which the various participants can be affiliated, used to allow

the identification of the stakeholders of the business transformation program.

☛ *For more details, see "Presenting the functional administrator desktop", page 20.*

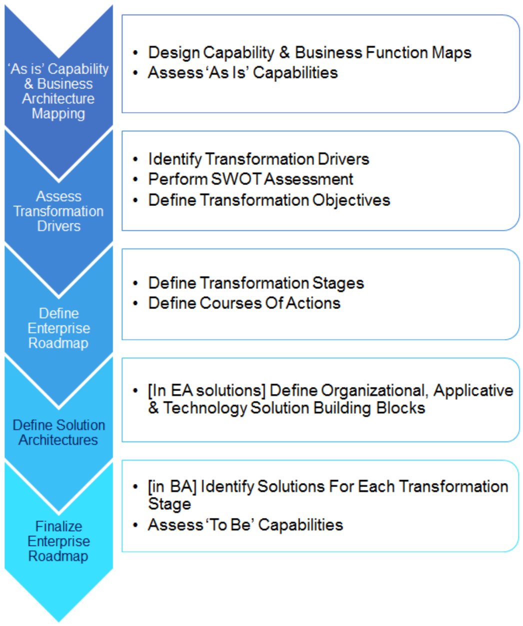
Business Roles of HOPEX Business Architecture

In **HOPEX Business Architecture**, there are, by default, business roles that can be assigned to certain users. These roles are:

- **Driver owner**, used to identify the owner of an identified driver,
- **Concerned Stakeholder**, used to associate a person or a governance body to different objects identified in the solution (e.g.: driver, business capability, business function, etc.).

THE HOPEX BUSINESS ARCHITECTURE METHOD

The method described in this guide is represented in the schema below.



Description of business capabilities and the existing architecture: this first step consists, on the one hand, in defining what the enterprise can deliver (business capabilities), and on the other hand, in defining how it can be structured to deliver this (business function architecture). For a business capability, you can identify the KPI dimensions of interest for the capability which are used to assess business value and performance (e.g.: for a delivery capability, we are interested in the "delivery time" expressed in minutes).

☛ *For more details, see "Building capability maps and business function architectures", page 7.*

Assessing the transformation drivers: this second step is based on gathering and assessing (SWOT) drivers. The transformation objectives are then deduced from this step.

☛ *For more details, see "Identifying strategic transformation objectives", page 13.*

Initiating the transformation roadmap: this third step is based on the description of the operational systems of the enterprise, performed during the first step as well on the transformation driver analysis, to schedule the changes to plan to perform the transformation objectives and thus define the courses of action (strategies and tactics) to be implemented with a view to reaching the defined objectives and specify the *exhibited business capabilities* for each Enterprise Transformation Stage.

For a given *exhibited business capability*, in a given stage, you can define the key performance indicator (KPI) that is used to define the expected service level requirement, when implementing the capability for the enterprise transformation stage in question (e.g.: for a for a "product delivery" business capability, we expect, for the 'delivery time' KPI dimension, a "delivery time < 30 minutes" in a first enterprise transformation stage, then a "delivery time < 20 minutes" in a later enterprise transformation stage).

☛ *For more details, see "Defining the transformation roadmap", page 14.*

Defining the solution architectures: this fourth step can be performed by using **HOPEX Business Architecture** and the Enterprise Architecture solutions jointly; it is used to identify and describe the existing and target solution building blocks and to identify which business capabilities (or business functions) they contribute to implement.

The additional solutions of the **HOPEX** platform are used to describe in more detail your target organizational models (organizational, application and technological solution building blocks).

☛ *For more details, see "Describing implementation of a transformation plan", page 63.*

Finalizing the transformation roadmap: this last step aims to finalize the transformation roadmap, in association with each solution environment required to reach the transformation objectives.

☛ *The order of these steps is given by way of information. To define a finalized transformation roadmap, several iterations of this cycle should be performed.*

```
This presentation is based on the example of a pizza making
and delivery company that has decided to reorganize itself
to ensure pizza delivery and improve product quality.
```

Building capability maps and business function architectures

The goal of this step, on a strategic level, is to check the suitability between the *business capabilities* of the enterprise, the *business functions* delivering this capabilities as well as the required functionalities or business skills.

This consists of the following tasks:

- "Describing the existing architecture of business capabilities", page 8,
- "Describing Business function architecture elements", page 10,
- "Describing business capability implementation by the business functions", page 12.

Describing the existing architecture of business capabilities

Building the business capability map

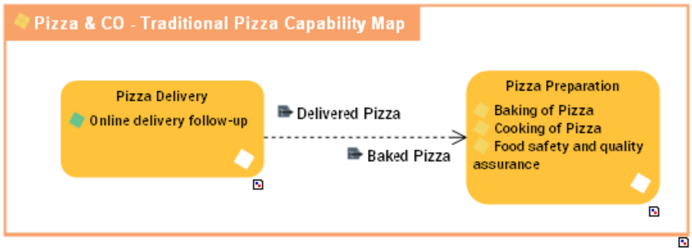
A business capability map describes what the enterprise is capable of producing for its internal needs or for meeting the needs of its clients.

A business capability map is a set of business capabilities with their dependencies that, together, define a framework for an enterprise stage.

.A business capability is a set of features that can be made available by a system (an enterprise or an automated system).

The capability map thus presents the business capabilities of the highest level for one of the stages of the enterprise plan.

```
In this example, the business capability to deliver pizzas
is based on the business capability to cook them.
```



For more details, see "Creating a business capability map diagram", page 37.

Defining the performance indicators for business capabilities

The main business capabilities are assessed with respect to different criteria represented or dimensions (KPI dimension).

```
For example, the competitiveness of a delivery capability
is measured according to a 'delivery time at  target cost'.
```

These dimensions give rise, for a given enterprise stage, to key performance indicators or KPIs.

```
For example, a delivery capability can have a target of
'delivery time in less than 25 minutes for a cost price less
than 10% of the sales price' within the framework of a given
enterprise stage.
```

A composite KPI defines the grouping of elementary KPIs that should be examined together in order to appreciate the performance of an item with KPI. Eg: a delivery must take place in less than 20 minutes and cost less than 5 euros.

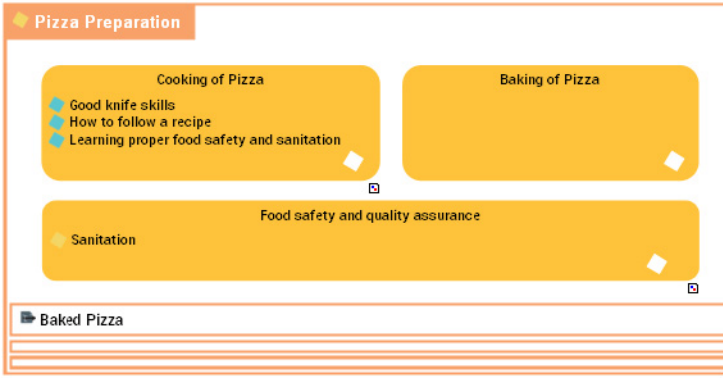
For more details, see "Using KPIs", page 65.

Describing the business capability breakdown

Business capabilities are then described more precisely to identify:

- a more detailed granularity capability breakdown;
- the expected effects of the capability;
- the business skills or functionalities required for each of them;
- the dependencies between capabilities (expected effect of one dependent from the result of the other).

For example, the business capability that consists of preparing pizzas is broken down into a number of business capabilities: "cook the pizzas", "Use the oven".



HOPEX Business Architecture provides a report available detailing the breakdown of capabilities.

For more details, see "Breakdown map of business capabilities", page 74.

Defining the business skills and functionalities associated with business capabilities

To be able to then check that each business capability is correctly implemented by suitable solution building block, you must define the required business skills and functionalities.

For example, the "Cook pizzas" business capability requires skills to "Make pizza dough".

A functionality is a capability expected from an equipment item (hardware or software) to ensure the operation of a business function or an organization.

For more details, see "Defining the business skills and functionalities associated with business capabilities", page 41.

Describing Business function architecture elements

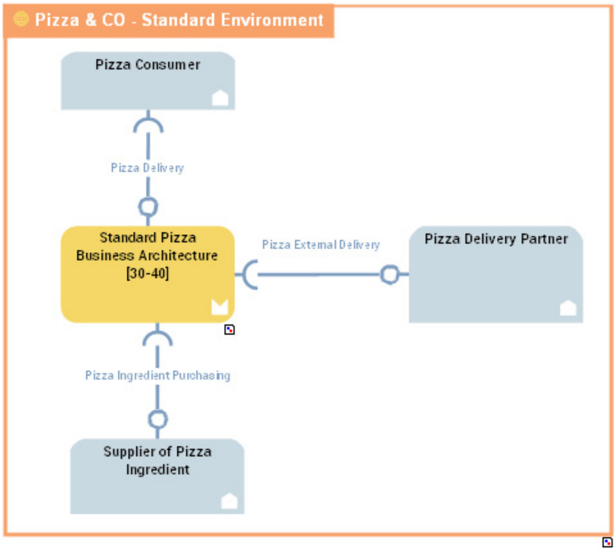
Describing a business architecture environment

A business architecture environment represents the relationships of a business function architecture with its partners.

In this example, the business function architecture environment of the pizza-making company is made up of the historical business function architecture and its interactions with external partners: clients and suppliers. You can see in the diagram that delivery is outsourced to a third party deliver partner.

A business function architecture is a set of interacting business functions that, together, delivery one of more business capabilities.

A business partner designates a third-party who is in relation with the enterprise within the framework of a given business architecture environment. Examples: private sector client, regulatory organization, supplier.



Communications between the objects are represented by interactions.

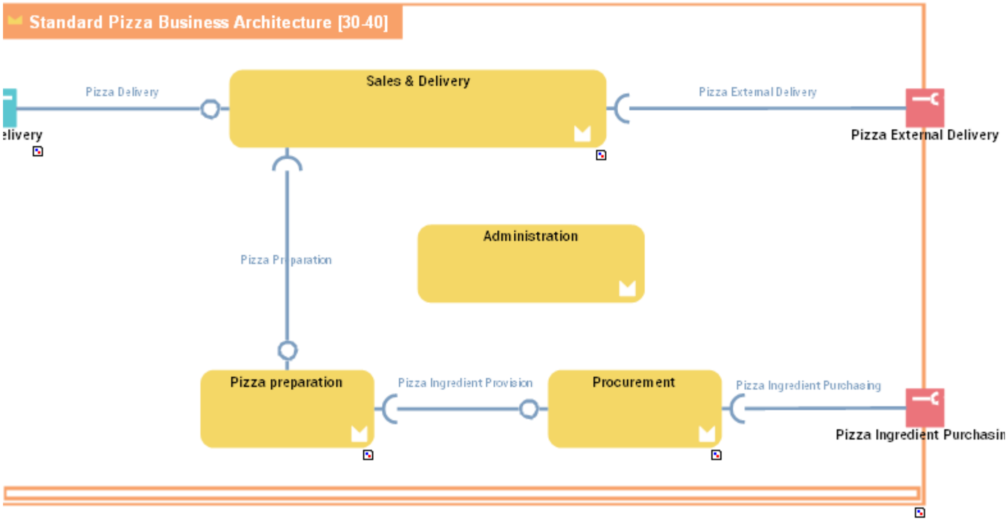
An interaction represents a contract established in a specific context between autonomous entities that are internal or external to an enterprise. These entities can be org-units, applications, activities or processes, or external org-units. The content of this contract is described by an exchange contract.

Describing a business function architecture

A business function architecture is a set of interacting business functions that, together, delivery one of more business capabilities.

In this example, the "Pizza making" history business function architecture is based on the business function

```
architectures for selling, delivering and preparing pizza
business function architectures.
```



Defining the business skills and functionalities associated with business functions

To be able to subsequently check that each business capability is implemented by a suitable business function, you must define the required business skills and functionalities, for each business function.

> *A functionality is a capability expected from an equipment item (hardware or software) to ensure the operation of a business function or an organization.*

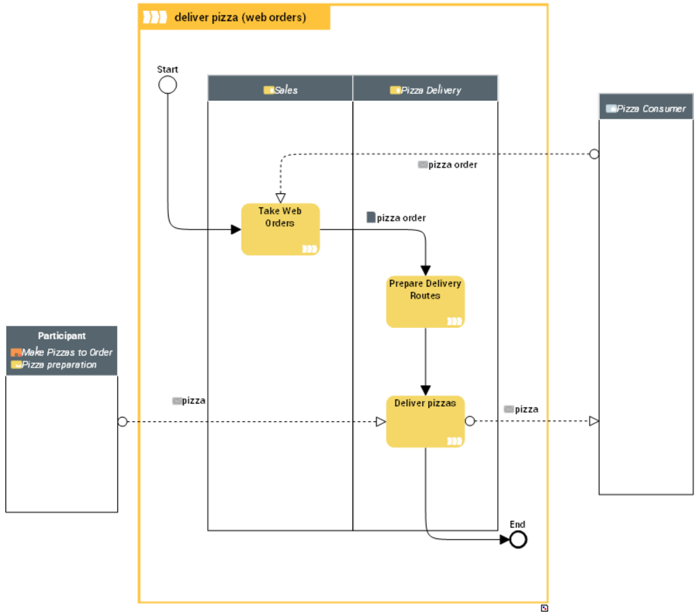
> ☛ *For more details, see* *"Defining the business skills and functionalities associated with business capabilities", page 41*.

Describing functional processes

A given business function architecture runs one or more processes to provide the services expected within the framework of its interactions with other business functions or business partners.

A functional process is represented by a sequencing of activities managed by the business functions of the architecture.

A functional process is a value chain providing results as goods or services, to an internal or external client of the enterprise or organization. This value chain is described as a sequence of activities.



For more details, see "Describing Functional Processes", page 59.

Describing business capability implementation by the business functions

This involves connecting the *business capability*, which corresponds to what we know how to do or what we want to do and which materializes the *purpose*, to a realizing *business function* or *business function architecture*, defining the mean to implement the capability at a conceptual level, that is, upstream of organizational and technical choices.

A business function architecture is a set of interacting business functions that, together, delivery one of more business capabilities.

This business function architecture will itself carry the functional processes whose activities will require its business function components.

Construction of the *business capability map* on the one hand and the *business architecture environment* on the other hand is used to check that the business capabilities are implemented by the business functions.

For more details, see "Describing business capability implementation", page 63.

HOPEX Business Architecture provides a report that presents the result of the implementation of business capabilities by business functions.

☛ *Example of business architecture breakdown report.*

☛ *For more details, see "Breakdown map of business capabilities", page 74.*

Identifying strategic transformation objectives

After having described the current state, and analyzed the suitability between the business capabilities of the enterprise and its business functions, this step consists in drawing up the list of drivers of change (or driver) identified at the various levels by the stakeholders (or interested parties), and assessing them in order to establish the list of transformation objectives.

📖 *A transformation objective is the expression of a realistic target, measurable and with a time limit, which the enterprise pursues to reach the goals it has set.*

☛ *For more details, see "Describing the strategic elements", page 54.*

Identifying drivers

Stakeholders identify drivers.

📖 *A stakeholder is an internal or external person or person group with a defined role in the enterprise plan.*

There are various types of drivers:

📖 *A business driver is an expectation expressed by a client, a partner or provider with respect to the enterprise.*

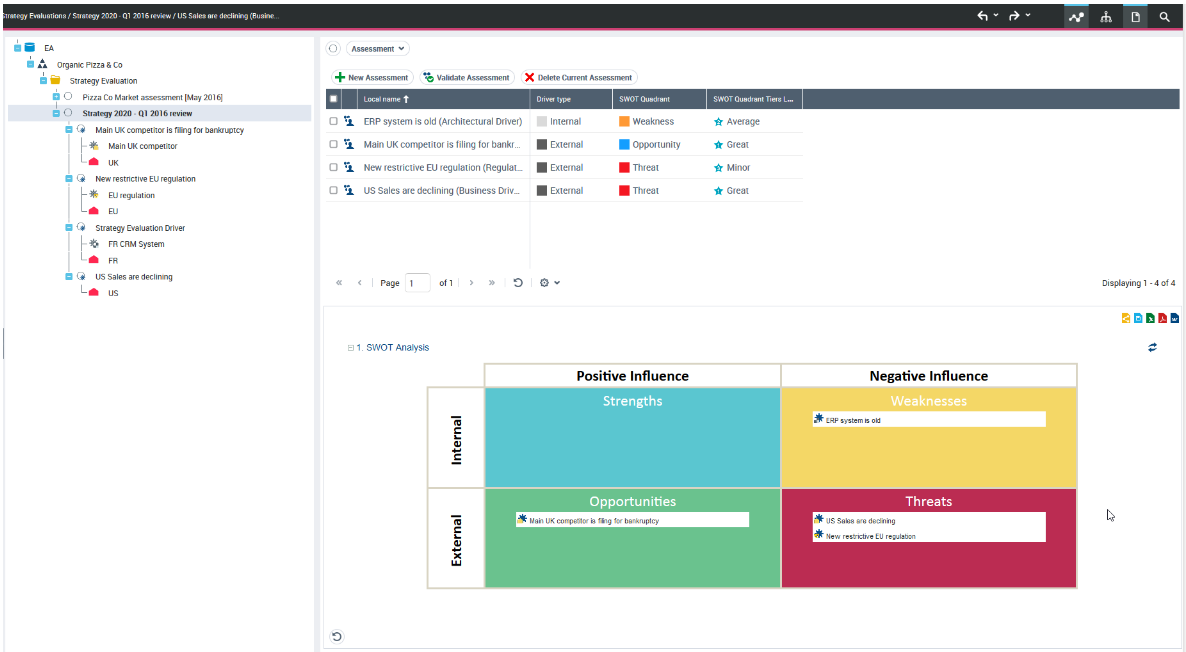
📖 *A regulatory driver is guided by a change in the regulation framework to which it makes reference.*

📖 *An architectural driver is guided by a specific characteristic or an internal architectural building block. This characteristic can represent a strength or a weakness*

☛ *For more details, see "Handling transformation drivers", page 48.*

Assessing the relative importance of drivers

The **SWOT** assessment (Strengths, Weaknesses, Opportunities, Threats or Forces) of drivers is possible within the framework of a strategy evaluation.



☛ *For more details, see "Using strategic evaluation", page 52.*

Defining the transformation roadmap

This step consists of planning the means (strategies and tactics) to implement to reach the transformation objectives identified during the previous step for a given Enterprise Transformation Stage.

📖 *An enterprise plan is a purposeful undertaking, conducted by one or more organizations, aiming at delivering goods and services, in accordance with the enterprise mission in its changing environment. In the course of its development, the enterprise must adapt to its environment and establish transformation objectives to be achieved as well as the strategic action plans used to achieve them. The development and achievement of the different adaptation and transformation stages can lead to a modification of the organization's boundaries. This requires the implementation of an integrated team, under the responsibility of a governing body, to involve the stakeholders in the transformation.*

📖 *An IT transformation stage is an enterprise transformation stage aimed at aligning the enterprise IT system with the functionalities expected by the operations.*

📖 *A business transformation stage is a kind of enterprise transformation stage aiming at the alignment of the enterprise operating model to its strategy and corresponding exhibited business capabilities.*

Defining the events and the first enterprise stages

An event represents a fact occurring during execution of a process, for example a new contract concluded with a supplier. An event marks the impact on process progress of a phenomenon internal or external to the process. There are different natures of events: start events, catch events, throw events and end events.

An enterprise stage is a past, current or future stage of an enterprise plan.

An enterprise plan is itself an enterprise stage; it is therefore possible in **HOPEX Business Architecture** to define business capabilities and enterprise models for courses of action directly at the level of the root enterprise plan, and refine the iterative roadmap drill down into the subsequent stage levels.

A basic enterprise plan is made up of the following elements:

- a start enterprise event;

  ☛ *The start event can be positioned arbitrarily at the beginning of the current year, for example.*

- an end enterprise event;

  ☛ *The end event can be positioned with an analysis time frame (e.g.: year n+ 5, year n+10)*

- a current ('As-Is') enterprise stage that holds the currently deployed business capabilities map, the business architecture environment and the solution building blocks;

  ☛ *The end event of this stage is the intermediate event that defines the 'pivot' transformation benchmark beyond which you are in the 'target' stage*

- a target ('To-Be') enterprise stage that holds the target business capability map, the business architecture environment and the target solution building blocks.

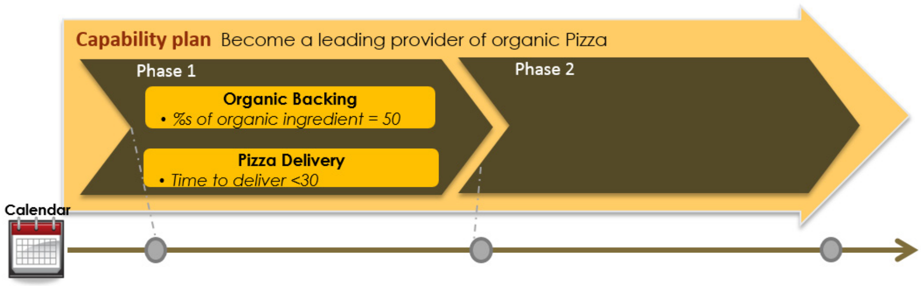
  ☛ *The start date is the end pivot event of the previous ('As-Is') stage.*

  ☛ *For more details, see "Defining enterprise stages", page 58.*

Defining enterprise stages

With **HOPEX Business Architecture**, an enterprise stage is defined by a number of components.

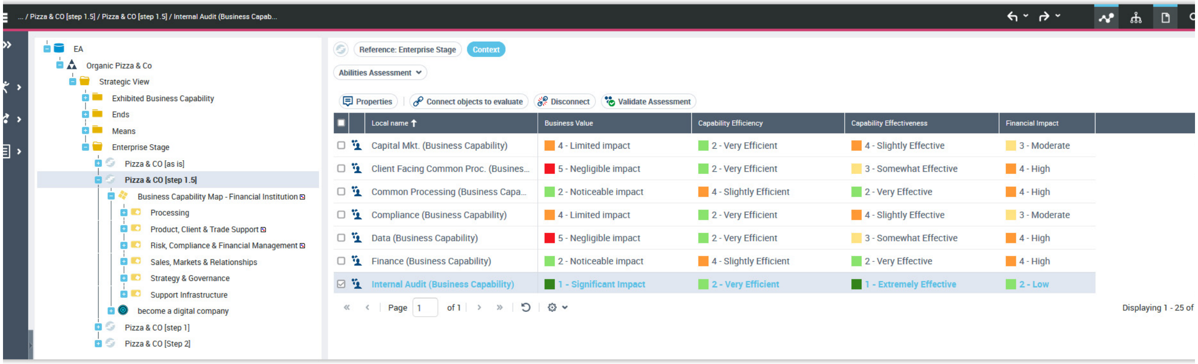
- A business capability map, which contains the capabilities valid for the current enterprise stage;
- A business function architecture environment, which contains the elements that define the enterprise model (operating model) for the current stage.
  - the definition of the ecosystem of the enterprise (interactions with partners),
  - the business function architectures,
  - the business functions.
- The solution building block environment that depends on product licenses used, for example:
  - with **HOPEX System Oriented IT Architecture**, the environment for Logical Application Systems, the environment for Application Systems, etc.
  - with **HOPEX IT Architecture**, the environment for Resource Architectures, etc.



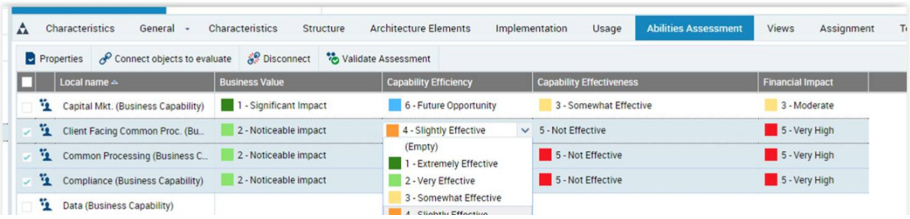
Assessing a business capabilities map

A business capability map is a set of business capabilities with their dependencies that, together, define a framework for an enterprise stage.

From an enterprise stage or enterprise plan, it is possible to assess the business capabilities of the business capability map connected to the current stage.



☛ *For more details, see "Using business capability maps", page 66.*

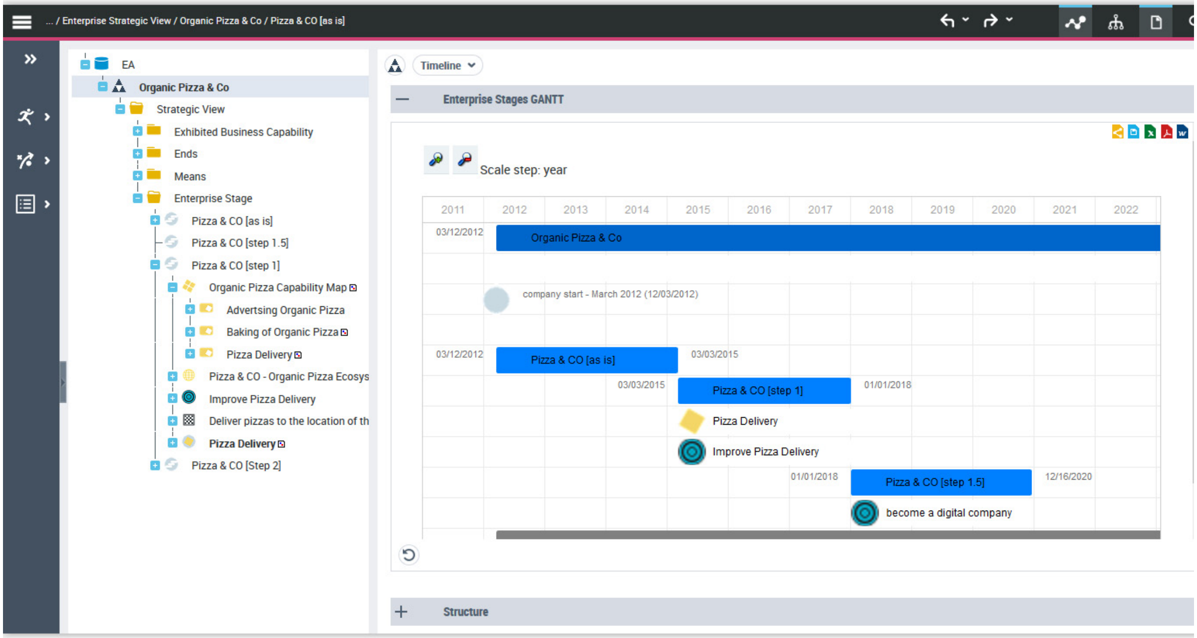


Defining the transformation roadmap

From an enterprise plan or an enterprise stage, it is possible to define enterprise sub-stages. Each enterprise sub-stage is positioned in the main enterprise plan according to the main enterprise events, in order to define the transformation roadmap for the enterprise plan underway.

☛ *For more details, see "Describe the enterprise sub-stage", page 60.*

The transformation roadmap is presented in the form of a Gantt chart.



☛ *For more details, see* *"Using Gantt Charts", page 68..*

HOPEX BUSINESS ARCHITECTURE DESKTOP PRESENTATION

☛ ***HOPEX Business Architecture*** *is mainly intended for web users. Desktops described in this guide are accessible only to Web desktop users.*

Connecting to the solution

To connect to **HOPEX Business Architecture**, see HOPEX Common Features, "HOPEX Web Front-End Desktop".

The HOPEX Business Architecture desktop

The menus and commands available in **HOPEX Business Architecture** depend on the profile with which you are connected.

☛ *For more details on using the Web platform for HOPEX solutions, see the* ***HOPEX Common Features*** *guide.*

☛ *For more details on the description of workspaces, see* *"HOPEX Business Architecture Desktop Presentation", page 19*.

☛ *For more details on the method used to connect a user to a desktop, see* *"Link a user to an enterprise plan", page 38*.

Presentation of space common to all roles

All users have access to the **HOPEX Business Architecture** desktop and access to the following panes:

- **Home** and **List of Tasks** that are common to all **HOPEX** solution users.
- **Reports**: accesses all reports, improving understanding of terms and their use.

Presenting the business function architecture desktop

In addition to the panes offered in standard mode to all **HOPEX Business Architecture** desktop users, the business architect has access to the following panes:

The Vision pane

The **Vision** pane provides access to the following menus.

- **Motivation**, to describe the change drivers and assess them within the framework of strategic assessments;
- **Strategic Planning**
  - The 'Enterprise Strategic View' tree to display the enterprise stages and the objectives and courses of action,
  - The ‘Entreprise Architecture View' tree to display the enterprise stages and the business capabilities maps, the business function architecture environments and the connected solution environments building blocks.
- **Inventories**, to access the inventories of the main objects managed within this menu entry.

The Business Architecture pane

The **Business Architecture** pane provides access to the following menus:

- ‘Business Architecture Environment by Stage’, to display the Environments treeview and their breakdown into components, by stage;
- ‘Inventory’ of main ***Business Architecture*** objects.

The Organization Architecture pane

The Organization Architecture pane provides access to the inventory of the main objects of the organization.

The Application Architecture pane

The **Application Architecture** pane provides access to the following menus:

- Application system environment by enterprise stage, to display the Application environments and their breakdown by stage;
- Inventory of ***application*** objects

The Technical Architecture pane

The **Technical Architecture** pane provides access to the following menus.

- Resource Architecture Environment by enterprise stage, to display the tree of the Resource Architecture Environment and their breakdown by stage;
- Inventory of main ***technical*** objects.

Presenting the functional administrator desktop

The **HOPEX Business Architecture** functional administrator has the same panes as the business architect.

☛ *For more details on functional administrator tasks, see* *"HOPEX Business Architecture Functional Administration", page 33.*

In addition, the functional administrator has access to the **Environment** pane that provides access to the following menus:

- **Enterprise Plans**, to build enterprise plans, allocate users to working environments and declare regulation frameworks.
- **Reports**, which provides access to **Container dependencies analysis reports**, to manage the dependencies between the objects used by the enterprise plans and their owning libraries.

> ☛ *Objects can be defined by the functional administrator as imported by enterprise plans or assigned to a different owner to correct the errors.*

About This Guide

This guide explains how to make best use of **HOPEX Business Architecture** to ensure efficient management of your Business Architecture projects.

Guide Structure

The **HOPEX Business Architecture** guide comprises the following chapters:

- "HOPEX Business Architecture Functional Administration", page 33; describes functionalities offered by **HOPEX Business Architecture** to a functional administrator to prepare an enterprise plan.
- "Business capability maps and business function architecture", page 35; explains how **HOPEX Business Architecture** helps you in analyzing the business capabilities of your enterprise to check their suitability with your business functions and your skills.
- "Identifying strategic transformation objectives", page 47; presents how the list of drivers specified to assess them in order to refine the list of transformation strategic objectives.
- "Drawing up the roadmap", page 57; explains how to identify and plan the transformation stages necessary to acquire the business capabilities used to reach its transformation objectives.
- "HOPEX Business Architecture Reports", page 71, presents reports provided by **HOPEX Business Architecture** to assist users at each architecture evolution project step.

Additional Resources

This guide is supplemented by:

- The **HOPEX Common Features**guide describes the Web interface and tools specific to **HOPEX**solutions.

  ☛ *It can be useful to consult this guide for a general presentation of the interface.*
- The **HOPEX Business Process Analysis** guide, which describes the functionalities proposed to manage processes;
- **theHOPEX IT Architecture** and HOPEX System Oriented IT Architecture guides that describe the functionalities offered to manage the information systems;
- The **HOPEX IT Portfolio Management** guide, which describes functions proposed to manage all your applications.
- The **HOPEX Assessment** guide, which describes functions proposed by **HOPEX** to use and customize assessment questionnaires.
- the **HOPEX Power Supervisor** administration guide.

Conventions Used in the Guide

Remark on the preceding points.

Definition of terms used.

A tip that may simplify things.

Compatibility with previous versions.

Things you must not do.

Very important remark to avoid errors during an operation.

Commands are presented as seen here: **File > Open**.

Names of products and technical modules are presented in bold as seen here: **HOPEX**.

HOPEX Business Architecture Functional Administration

The Functional Administrator is responsible for the following tasks:

- "Using Libraries", page 27.
- "Creating an Enterprise Plan", page 28.
- "Managing governance bodies", page 31.
- "Link a user to an enterprise plan", page 32.
- "Management regulation frameworks", page 34.

Using Libraries

Libraries are collections of objects used to split HOPEX repository content into several independent parts. They allow creation of virtual partitions of the repository. In particular, two objects owned by different libraries can have the same name.

☛ *For more details on managing libraries, see the* ***HOPEX Common Features*** *"Libraries" guide.*

In the context of the **HOPEX Business Architecture** solution, a library can contain an enterprise plan or represent an external environment with respect to the enterprise plan under study.

Accessing the list of libraries

To access the list of libraries from the **Environment** navigation pane:

- Click **Enterprise Plans > Libraries tree view** in the navigation menu.
  The enterprise plan tree for the repository is displayed. The library tree appears underneath.

Creating a Library

To access the list of libraries from the **Environment** navigation pane:

1. Click **Enterprise Plans > Libraries tree view** in the navigation menu.
   The library tree is displayed under the enterprise plan tree.

2. Select **New > Library**.
   A **Library** creation dialog box opens.
3. Specify the the name of the library.
4. If appropriate, enter the name of the **Owner**.
5. Click **OK**.
   The library appears in the tree.

Import other objects in a library

To facilitate the actions for connecting objects, the objects belonging to the library that hold the current object are proposed as a priority. Nonetheless, you can import, in this priority scope, objects connected to the other libraries.

Defining the containers imported in a library

To import a library to define the objects that could therefore be used preferentially when dealing with an enterprise plan:

1. Open the property page of the library that interests you.
2. Select the **Imports** page.
3. In the **Container Import** section, click the **Connect** button.
   A connection dialog box opens.
4. Select the library that you want to import and click **Connect**.
   The library imported appears in the section.

Define the objects imported in a library

To import an object in a unitary way:

1. Open the property page of the library that interests you.
2. Select the **Imports** page.
3. In the **Imported Building Blocks** section, click the **Connect** button.
   A connection dialog box opens.
4. Select the object type you want to import.
5. Select the objects that you want to import and click **Connect**.
   The imported objects appear in the section.

Using the dependency analysis report

The functional administrator uses the dependency analysis report to examine the objects used in the models and verify that this use is planned in the dependencies declared between the enterprise plan and the imported libraries.

☛ *For more details, see "Analysis report of container dependencies", page 72.*

Creating an Enterprise Plan

An enterprise plan is a purposeful undertaking, conducted by one or more organizations, aiming at delivering goods and services, in accordance with the enterprise mission in its changing environment. In the course of its development, the enterprise must adapt to its environment and establish transformation objectives to be achieved as well as the strategic action plans used to achieve them. The *development and achievement of the different adaptation and transformation stages can lead to a modification of the organization's boundaries. This requires the implementation of an integrated team, under the responsibility of a governing body, to involve the stakeholders in the transformation.*

A basic enterprise plan is made up of the following elements:

- a start enterprise event;

  ☛ *The start event can be positioned arbitrarily at the beginning of the current year, for example.*

- an end enterprise event;

  ☛ *The end event can be positioned with an analysis time frame (e.g.: year n+ 5, year n+10)*

  ☛ *For more details on events, see "Managing enterprise events", page 61.*

- a current ('As-Is') stage that concerns existing elements;
- a target ('To-Be') stage that concerns target elements;

  ☛ *For more details on enterprise stages, see "Creating an enterprise stage from enterprise plan", page 30*

Creating an Enterprise Plan

To create an *enterprise plan*:

1. From the **Environment** navigation pane, select **Enterprise plans**.
   The list of enterprise plans appears in the edit area.
2. Click **New**.
   An enterprise plan creation dialog box opens.
3. Specify the name of the enterprise plan.
4. In the **Start event** section, select **Create a new event** to create the event that marks the start date of the plan.

   ☛ *For more details on events, see "Managing enterprise events", page 61.*

5. In the **End event** section, select the **Reuse existing event** check box.
6. Click the arrow to the right of the frame and select the event that interests you from the drop-down list.
7. Click **OK**.

Connect the enterprise to a library

Libraries are collections of objects used to split HOPEX repository content into several independent parts. They allow creation of virtual partitions of the repository. In particular, two objects owned by different libraries can have the same name.

☛ *For more details, see "Using Libraries", page 27.*

To connect the enterprise plan to a library:

1. Open the **Characteristics** property page of the enterprise plan that interests you.
2. From the **Owner** field, select the library to which you want to connect the plan.

Enterprise plan properties

The **Characteristics** page of the property pages of an enterprise event is used to access:

- its **Name**,
- its **Owner**,

  ☛ *For more details, see "Connect the enterprise to a library", page 29.*
- **Start event** of the enterprise plan.
- **End event** of the enterprise plan.
- the **Description** text.

With **HOPEX Business Architecture** an enterprise plan is described in the same way as an enterprise stage.

☛ *For more details, see "Enterprise stage properties", page 60.*

Initializing an Enterprise Plan

When the enterprise plan is created, the Functional Administrator must perform the following tasks:

- Define the objects in the library that are part of the enterprise plan scope,

  ☛ *For more details, see "Using Libraries", page 27.*
- Create the enterprise "As-Is" and "To-Be" stages that are used to start the transformation planning,

  ☛ *For more details, see "Creating an enterprise stage from enterprise plan", page 30.*
- Specify the participants in the enterprise plan and the role of each of them.

  ☛ *For more details, see "Link a user to an enterprise plan", page 32.*

Creating an enterprise stage from enterprise plan

📖 *An enterprise stage is a past, current or future stage of an enterprise plan.*

When creating an enterprise plan, the functional administrator must create basic enterprise stages for the enterprise plan:

- a current ('As-Is') enterprise stage that holds the currently deployed business capability map, the business architecture environment and the solution building blocks;

  ☛ *The end event of this stage is the intermediate event that defines the 'pivot' transformation benchmark beyond which you are in the 'target' stage*
- a target ('To-Be') stage that concerns the business capabilities map, the architecture environment and the target solution building blocks.

  ☛ *The start date is the end pivot event of the previous ('As-Is') stage.*

Creating an *enterprise stage* from an enterprise plan:

1. Open the property pages of the enterprise plan that interests you.

2. Select the **Structure** page.
3. In the **Enterprise sub-stages** section, click **New**.
   An enterprise sub-stage creation dialog box opens.
4. Select the **Creating a new IT transformation stage or a business transformation stage** check box.

   ☛ *For more details on transformation stage creation, see "Creating a Transformation Stage", page 59.*
5. Specify the name of the enterprise plan.
6. Click **OK**.
   A new window opens.
7. In the **Start event** section, select **Create new event** to create the event that marks the start date of the stage.

   ☛ *For more details on events, see "Managing enterprise events", page 61.*
8. In the **End event** section, select the **Reuse existing event** check box.
9. Click **OK**.

   ☛ *For more details on enterprise stage properties, see "Defining enterprise stages", page 58.*

Managing governance bodies

Creating a governance entity

To create an **EA organization**:

An EA organization is an internal or external person or person group with a defined role in the company plan.

1. From the **Environment** navigation pane, select **Environment > Governance Bodies**.
   The list of EA organizations appears in the edit area.
2. Click **New**.
   The EA organization creation dialog box appears.
3. Enter the name of the organization you wish to create.
4. Click **OK**.

Identifying the members of a governance body

By definition, an *EA organization* is made up of *persons* and EA sub-organizations attached to it.

A person (System) represents a person in the enterprise. This person can be assigned a login and a role (or a profile depending on the connection mode). The login provides access to the Web Application. The role (or the profile) defines the access to product functions and repositories. A system person, if assigned a login, has a specific desktop in each database, and can connect to this desktop from any workstation in a given environment.

☛ *For more details on managing libraries, see "About This Guide", page 23.*

The link between an EA organization and the elements that make it up is managed by a **Person membership**, or a **Sub-organization membership**. This membership is used to specify the capability in which a given person, or a given organization, is connected to the *EA organization* described.

Assigning a person to a governance body

To assign a person to an **EA Organization**:

1. Open the property pages of the **EA Organization** that interests you.
2. Select the **Characteristics** page.
3. In the **Person Membership** section, click **New**.
   A **Person Membership** creation window opens.
4. Enter the name of the member that you want to create and click **OK**.
   The new member appears in the list of persons who are members of the EA organization.
5. Select the check box located between the member that you have just created and the **Member** column to select the person that you want to connect.

   ☛ *For more details on managing libraries, see* *"About This Guide", page 23**.*
6. Click on the check box located between the membership that you have just created and the **Role in EA organization** column to select the role attributed to the person in this organization.

   ☛ *For more details on business roles available, see* *"Business Roles of HOPEX Business Architecture", page 6**.*

Allocate one governance body to another

To assign an existing EA organization to an **EA Organization**:

1. Open the property pages of the main **EA Organization**.
2. Select the **Characteristics** page.
3. In the **Organization Membership** section, click **New**.
   An **EA Organization Membership** creation window opens.
4. Specify the name of the member that you wish to create.
5. Select the **Reuse EA Organization Membership** check box.
6. Select the EA organization that interests you.
7. Click **OK**.
   The new membership appears in the list of EA organization members.

Link a user to an enterprise plan

Managing an enterprise plan with the **HOPEX Business Architecture** solution includes different steps. In the solution interface, each step is associated with a navigation tree pane.

With **HOPEX Business Architecture**, the step of an enterprise plan are described in a **working environment**.

To define the enterprise stages of an enterprise plan to which a user has access, you must:

1. specify the working environment of an enterprise plan

2. allocating the user to the steps of an enterprise plan
   Thus, when connected to HOPEX, the user will only see the selected working environment steps.

Specifying the working environment of an enterprise plan

A user is allocated to an enterprise plan through a **working environment**.

To link a new **working environment** to an enterprise plan:

1. From the **Environment** navigation pane, select **Enterprise plans**.
2. Open the property pages of the **enterprise plan** that interests you.
3. Select the **Assignments** page.
4. Click on the arrow to the left of the **working environment** field and select **New**.
   A **Working Environment** creation window opens.
5. Specify the name of the environment that you want to create, specify its **Business Architecture** type and click **OK**.
   The tree with the steps of a **Business Architecture** type work environment appears on the bottom of the page.

Allocating the user to the steps of an enterprise plan

With the **HOPEX Business Architecture** solution, a user of the solution is a system person.

A person (System) represents a person in the enterprise. This person can be assigned a login and a role (or a profile depending on the connection mode). The login provides access to the Web Application. The role (or the profile) defines the access to product functions and repositories. A system person, if assigned a login, has a specific desktop in each database, and can connect to this desktop from any workstation in a given environment.

To assign a user to all the steps of a **working environment**:

1. Open the **Enterprise plan** properties window that interests you and select the **Assignment** page.
2. At the tree root of the steps of the working environment, click the check box located under the **Assignments** column.
   An assignment window opens.
3. Click **Connect**.
   A dialog box for connecting system persons appears.
4. Find and select the persons (system) associated with the users that interest you.
5. Click **Connect**.
6. In the assignment window, select the persons that you wish to connect to the enterprise plan and click **OK**.

In the same way, you can link a user to the steps of the work environment.

Management regulation frameworks

A regulation framework is a set of directives, compulsory or not, defined by a government in a law, by standard bodies as "best practices" or as an internal policy in an organization.

Create a regulation framework

To create a regulation framework :

1. From the **Vision** navigation pane, select **Inventories > Regulation Framework**.
   The list of regulation frameworks appears in the edit area.
2. Click **New**.
   The regulation framework creation dialog box opens.
3. Enter the name of the regulation framework that you want to create.
4. Specify its owner: enterprise plan or library.
5. Click **OK**.
   The new regulation framework appears in the navigator menu tree.

Regulation framework properties

The **Charactéristics** property page of an enterprise stage provides access to the following information:

- The **Regulation Code** , which is internal to the enterprise,
- the **Application Begin Date** of the regulation,
- **Application End Date** of the regulation,
- the text of its **Description**.
- the **Responsibilities** section, which is used to specify the responsibilities of the persons in the context of the enterprise plan.
- the **Scope** section, which has the following sub-tabs:
  - **Requirements**;

    A requirement is a need or expectation explicitly expressed, imposed as a constraint to be respected within the context of a project. This project can be a certification project, or an enterprise information system organization or modification project.
  - **Risk Types**;

    A risk type defines a risk typology standardized within the context of an organization.
  - **Risk Factors**;

    A risk factor is an element which contributes to the occurrence of a risk or which triggers a risk. Several risks can originate from the same risk factor. Examples: the use of a hazardous chemical product, the complexity of an application, the size of a project, the number of *involved parties, the use of a new technology, the lack of quality assurance, the lack of rigor in requirement definition, etc.*

- **Risk consequences**;

  📖 *A risk consequence can be positive or negative. It is associated with a type, which enables its characterization, for example: image, environment, employees.*

- the **Attachments** section, which is used to connect documents to the regulation framework.

With **HOPEX Business Architecture**, a regulation framework is described by the following pages:

- the **Driver** page is used to display the transformation drivers sent in response to the changes imposed by a regulation.

  📖 *A business driver is an expectation expressed by a client, a partner or provider with respect to the enterprise.*

  ☛ *For more details on drivers, see* *"Identifying strategic transformation objectives", page 47.*

- the **Assignment** page, which is used to define the persons assigned to a regulation framework.

BUSINESS CAPABILITY MAPS AND BUSINESS FUNCTION ARCHITECTURE

To manage your business transformation initiatives, **HOPEX Business Architecture** offers a methodological framework established from international standards (BIZBOK and other architectural frameworks of NAF/DoDAF and TOGAF type), as well as our experience in this area.

The first step in this method consists of analyzing the business capabilities of your enterprise and checking their suitability with your business functions and skills. This work leads to a better understanding of the current state of your organization ('As-Is').

The work described in this chapter is used to establish the analysis reports.

- ✓ "Breakdown map of business capabilities", page 74.
- ✓ "Business Architecture Breakdown Reports", page 75.
- ✓ "Deployed diagram report", page 76.

The following points are covered in this chapter:

DESCRIBING THE BUSINESS CAPABILITY MAP

A business capability defines an expected skill.

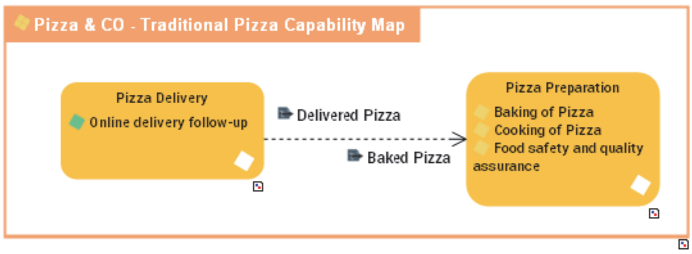
.A business capability is a set of features that can be made available by a system (an enterprise or an automated system).

```
For example, to respond to a customer satisfaction
objective, the organization must be able to provide
services conforming to contractual commitments.
```

A capability map describes what the enterprise is capable of producing for its internal needs or for meeting the needs of its clients. It is thus based on the main business capabilities of its activity at a given moment.

A business capability map is a set of business capabilities with their dependencies that, together, define a framework for an enterprise stage.

```
For example, the standard capability to provide pizzas is
based on the "Preparation of pizzas" and "Delivery of
pizzas" business capabilities.
```



Building the business capability map

The business capability map represents the main business capabilities that interact with an enterprise plan.

Creating a business capability map

To create a *business capability map*:

1. From the **Vision** navigation pane, select **Inventories > Business Capability Maps**.
   The list of business capability maps appears in the edit area.

   *You can also access the list of capabilities using the **Business architecture** > **Inventories > Business Capability Maps** navigation pane.*

2. Click **New**.
   The new business capability map appears in the list. By default it is owned by the current enterprise plan.

The properties of a business capability map

The **Characteristics**property page of the business capability map provides access to:

- its **Owner**, by default during creation of the business capability map, this is the current enterprise plan.
- its **Name**,
- the text of its **Description**.

With **HOPEX Business Architecture**, a business capability map is described by the following pages:

- the **Structure** page is used to specify on the one hand the list of business capability components that constitute the business capability map described, and on the other hand, the dependencies between these components,

  ☛ *For more details, see* *"Using the capability compositions", page 37* *and* *"Defining business capability assemblies", page 38**.*
- The **Implementation** page provides access to the list of business architectures or solution building blocks that implement the capability map.

  ☛ *For more details on implementation of business capabilities, see* *"Creating a business capability map realization", page 63**.*
- The **Usage** page provides access to the enterprise stages that use the capability map.

  📖 *An exhibited business capability is measurable objectively within the framework of an enterprise stage, on a defined geopolitical scope (site), and focused on a given market segment (business partner).*

  ☛ *For more details on implementation of business capabilities, see* *"Defining enterprise stages", page 58**.*

Creating a business capability map diagram

To create a business capability map diagram:

❱ Right-click the business capability map that interests you and select **New > Business Capability Map Diagram**.
The diagram opens in the edit area. The frame of the business capability map described appears in the diagram.

Using the capability compositions

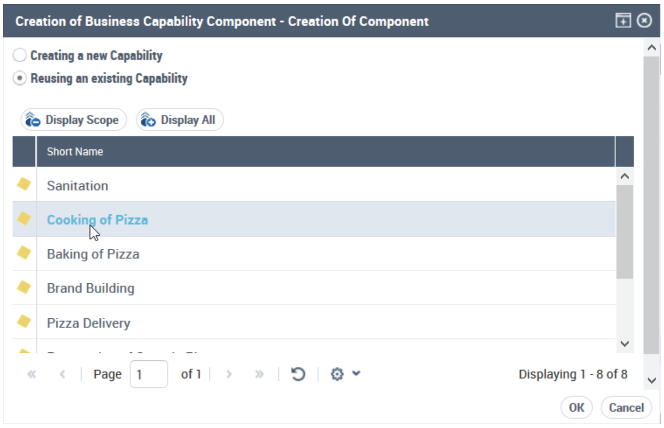
The components represented in a business capability map diagram are **Capability Compositions**. Each capability composition is associated with a business capability.

📖 *A **Capability Composition** is the involvement of a business capability in the context of a business capability map (one and only one) linked to an enterprise plan.*

To add a capability composition to a business capability map diagram:

1. In the diagram insert toolbar, click **Capability Composition**.

2. Click in the frame of the business capability map.
   The creation window for a capability composition opens.



3. Click, for example, **Reusing an existing Business Capability**.
4. Click **Display scope** to limit the list of business capabilities to those in the scope of the enterprise plan.
5. Select the business capability that interests you.
6. Click **OK**.
   The capability composition appears in the diagram.

   ☛ *If the business capability is associated with functionalities, they also appear. For more details, see* *"Defining the business skills and functionalities associated with business capabilities", page 41**.*

Defining business capability assemblies

A dependency link between one capability composition and another is used to specify the elements on which this dependency is based.

```
For example, for "Delivery of pizzas" one must first
"Prepare the pizzas". Note that the expected result
(business effect) of "Delivery of pizzas" is a "Pizza
delivered" and the expected result (business effect) of
"Preparation of pizzas" is a "Cooked pizza"
```

To create dependency links between two capability compositions:

1. In the insert toolbar, click **Business Capability Dependency**.
2. Click the user component, and keeping the left mouse button pressed, move the cursor to the assembly used.
3. Release the mouse button.
   The creation window for a business capability dependency opens.
4. Enter the user component result in the **Dependent Business Effect** field.

   ```
   For example, "Pizza delivered".
   ```
5. Enter the user assembly result in the **Desired Business Effect** field.

   ```
   For example, "Pizza cooked".
   ```

   ☛ ***Dependent Business Effect*** *and* ***Desired Business Effect*** *are the results. For more details, see* *"Describing the outcomes", page 61**.*

6. Click **OK**.
   The link appears in the diagram.

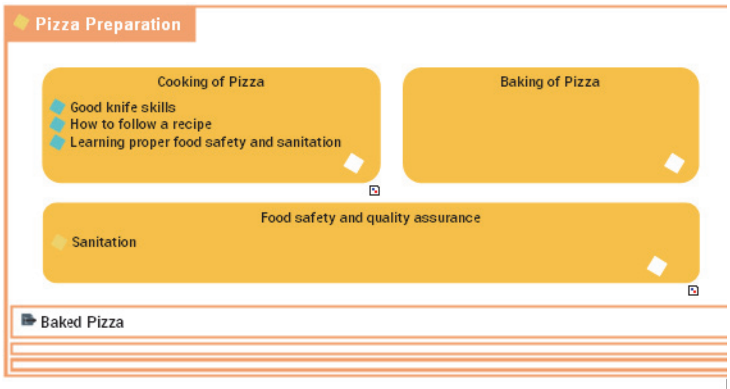
   ☛ *A single capability composition can have more than one dependency within a single diagram.*

Describing a business capability

A business capability can be based on business sub-capabilities. The capabilities expected by the business capabilities described are the capabilities associated with each business sub-capability.

```
The business capability that consists of preparing pizzas
is broken down into a number of business capabilities: "Cook
pizzas", for example.
```

With **HOPEX Business Architecture,** the capability structure diagram describes the composition of a business capability.



☛ *For more details, see "Breakdown map of business capabilities", page 74.*

Creating a business capability

You can create a new business capability in a number of ways:

- From the business capability map diagram,
- From the properties page of a business capability map,
- From the navigation pane.

To create a *business capability*from the **Vision** navigation pane:

1. Select **Inventories > Business capability**.
   The list of business capability maps appears in the edit area.
2. Click **New**.
   The new business capability appears in the list. By default it is owned by the current enterprise plan.

The properties of a business capability

The **Characteristics**property page of the business capability map provides access to:

- its **Owner**, by default during creation of the business capability, this is the current enterprise plan.
- its **Name**,
- the text of its **Description**.
- the **Desired Capability Effect** is an **outcome**.

```
For example, the desired capability effect of "Delivery of
pizzas" is a "Delivered pizza"
```

☛ *For more details on results, see* *"Describing the outcomes", page 61**.*

☛ *For more details on the use of results, see* *"Defining business capability assemblies", page 38**.*

With **HOPEX Business Architecture** a business capability is described by the following pages:

- the **Structure** page specifies a part of the list of components that constitute the business capability described, as well as the dependencies between these components,

  ☛ *For more details, see* *"Defining the structure of a business capability", page 41**.*
- The **Implementation** page provides access to the list of business functions (or solution building blocks) that implement the capability.

  ☛ *For more details on implementation of business capabilities, see* *"Creating a business capability realization", page 63**.*
- In the **Usage** page, the **Capability Component** section provides access to the capacity maps that use the described capability.

  ☛ *For more details, see* *"Using the capability compositions", page 37**.*
- In the **Usage** page, the **Capability Exhibition** section provides access to the enterprise stages for which the capability described becomes an exposed capability.

  An exhibited business capability is measurable objectively within the framework of an enterprise stage, on a defined geopolitical scope (site), and focused on a given market segment (business partner).

  ☛ *For more details on implementation of business capabilities, see* *"Defining enterprise stages", page 58**.*
- the **Expected Capabilities** property page is used to specify a list of business skills and functionalities that are expected from the business capability.

  ☛ *For more details, see* *"Defining the business skills and functionalities associated with business capabilities", page 41**.*

Creating a business capability structure diagram

To create a business capability structure diagram:

- Right-click the business capability that interests you and click **New > Capability Structure Diagram**.
  The diagram opens in the edit area. The frame of the business capability described appears in the diagram.

Defining the structure of a business capability

The components represented in a business capability structure diagram are **Capability Composition**. Each capability composition is associated with a business capability.

*A **Capability Composition** is the involvement of a business capability in the context of a business capability map (one and only one) linked to an enterprise plan.*

☛ *For more details on how to use business components in a diagram, see "Using the capability compositions", page 37.*

A dependency link between one capability composition and another is used to specify the elements on which this dependency is based, that is, the effect of one required by the effect of the other.

☛ *For more details on creating dependency links between two capability compositions, see "Using the capability compositions", page 37:*

The capability compositions and their dependencies appear in the **Structure** property page of the business capability described.

Defining the business skills and functionalities associated with business capabilities

A functionality is a capability expected from an equipment item (hardware or software) to ensure the operation of a business function or an organization.

A business skill is a capability acquired by a person or an organization through a specific training.

Each business capability is associated with functionalities that it is able to provide and that it needs to ensure its functionalities.

To associate a *skill* with a business capability:

1. Open the property pages of the business capability concerned and select the **Expected Capabilities** page.
2. In the **Expected Business Skill** section, click **New**.
   An **Expected Business Skill** creation dialog box opens.
3. Click, for example, the **Creating a new Business Skill** check box.
4. Specify the name of the skill.
5. Click **OK**.
   The expected business skill appears in the list of skills associated with the business capability.

☛ *For more information on enterprise plan skills, see "Describing Business Skills", page 54.*

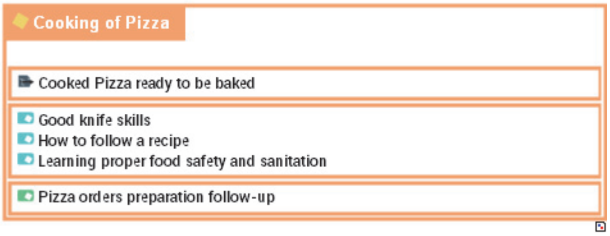
To associate a *functionality* with a business capability:

1. Open the property pages of the business capability concerned and select the **Expected Capabilities** page.
2. In the **Expected Functionality** section, click **New**.
   The **Expected Functionality** creation dialog box opens.
3. Click, for example, the **Creating a new Functionality** check box.
4. Specify the the name of the functionality.

5. Click **OK**.
The expected functionality appears in the list of functionalities associated with the business capability.

> ☛ *For more information on the functionalities of an enterprise plan, see "Describing functionalities", page 57.*

The use of skills, functionalities and the expected effects appear in the diagrams, at the bottom of the frame of the capability described.



A report is available to check the suitability between the business capability map and the operational environment, for more details, see "Describing business capability implementation", page 63.

Describing a business architecture environment

One of the most important phases in describing a business function architecture is the definition and understanding of enterprise functional architecture.

The functional architecture enables the organization to understand, independently of its physical structure, which capabilities and skills it includes, those it needs, and how these contribute to its processes.

The description of the functional architecture also enables identification of areas of the organization where skills and processes are duplicated and where synergies exist. These areas are not necessarily visible from the organizational structure.

The following points are covered here:

- "Managing a business architecture environment", page 43.
- "Describing a Business Function Architecture", page 47.
- "Describing business functions", page 51.
- "Describing Business Parters", page 52.
- "Describing the business skill map", page 53.
- "Describing Business Skills", page 54.
- "Describing functionalities", page 57.
- "Describing Functional Processes", page 59.
- "Describing the outcomes", page 61.

Managing a business architecture environment

A business architecture environment represents the relationships of a business function architecture with its partners.

A business architecture environment diagram describes the interactions between the main internal components of the environment described and the external components. It thus describes:

- internal and external business architectures,

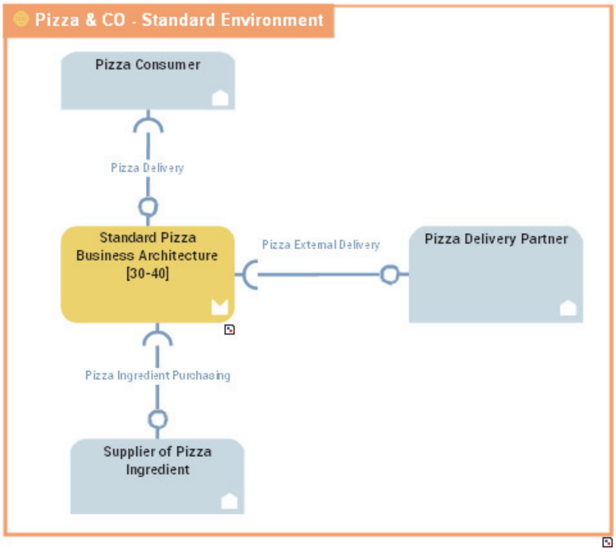
  A business function architecture is a set of interacting business functions that, together, delivery one of more business capabilities.

- the business partners,

  A business partner designates a third-party who is in relation with the enterprise within the framework of a given business architecture environment. Examples: private sector client, regulatory organization, supplier.

```
In this example, the business architecture environment of
the pizza-making company is made up of the historical
business function architecture and its interactions with
```

external partners: clients and suppliers. You can see in the diagram that delivery is outsourced.



Communications between the objects are represented by interactions that represent requests and service provision.

An interaction represents a contract established in a specific context between autonomous entities that are internal or external to an enterprise. These entities can be enterprise org-units, applications, activities or processes, as well as external org-units. The content of this contract is described by an exchange contract.

For more details on interactions between components, see "Managing Interactions", page 50.

Creating a business architecture environment

To create a *business architecture environment*:

1. In the **Business Architecture** navigation pane, select **Inventories > Business Architecture Environments**.
   The list of business architecture environments appears in the edit area.
2. Click **New**.
   The new business architecture environment appears in the list. By default it is owned by the current enterprise plan.

The properties of a business architecture environment

The **Characteristics**property page of the business architecture environment provides access to:

- its **Owner**, by default during creation of the business architecture environment, this is the current enterprise plan.

  ☛ *For more details on containers, see "Basic Notions", page 20.*

- its **Name**,
- the text of its **Description**.
- its **Owned Realization**.

  ☛ *For more details, see "Creating a business capability realization", page 63.*

With **HOPEX Business Architecture**, a business architecture environment is described by the following property pages:

- the **Structure** page which provides access to the list of components of the business architecture environment.

  ☛ *For more details, see "Creating a business architecture environment diagram", page 45.*

- the **Implementation** page provides access to the list of resource architecture environments, application system and logical application system that implement the business architecture environment.
- the **Usage** page, which identifies the different user enterprise stages of the business architecture environment.

  ☛ *For more details on the business function tree, see "Defining enterprise stages", page 58.*

- the **Performed Process** page, that provides access to the functional processes executed in the business function architecture context.

  ☛ *For more details, see "Describing Functional Processes", page 59.*

- the **Assignment** page, which is used to specify the managers of the business architecture environment.

Creating a business architecture environment diagram

To create a business architecture environment diagram:

- Right-click the business function architecture environment and click **New > Business Function Architecture Environment Diagram**.
  The diagram opens in the edit area.

Creating an internal or external business function architecture use

To define that a business function architecture is used in the context of another business function architecture, you can:

1. Create a *Business Function Architecture Use* component that is part of the architecture environment described or an *Partner Business Function Architecture Use* component if it is a business function architecture that belongs to another context.

2. Associate the business function architecture implemented with the *Business function architecture use* created.

```
In our example, the pizza making history business
architecture is an internal environment element.
```

☛ *For more details on business architectures, see "Describing a Business Function Architecture", page 47.*

To create a **Business Function Architecture Use**:

1. In the insert toolbar for the business function architecture environment diagram, click **Business Function Architecture Use**.
2. Click in the business architecture environment frame described. A creation dialog box prompts you to select the existing **Business Function Architecture Used** or to create a new one.
3. Select the business function architecture that interests you and/or create a new one.

```
Create, for example, the "Pizza making" business
architecture.
```

4. Click **OK**. The business function application architecture use appears in the diagram.

☛ *Proceed in the same way to create an **Partner Business Function Architecture Use**:*

Creating a business partner component

To describe a business architecture environment that uses participants internal or external to the environment described, you must:

1. Create a *Business partner component*.
2. Associate the person (or the person group) to the *Business partner component* created.

```
In the example of the business architecture environment of
the pizza making company, the business partners used are the
clients and the service provider who ensures the pizza
delivery.
```

☛ *For more details on business partners, see "Describing Business Parters", page 52.*

To create a **Business partner component**:

1. In the insert toolbar for the business architecture environment diagram, click **Business Partner Component** and click in the frame of the diagram. A creation window prompts you to choose the existing **Business Partner** or create a new one.

```
Create for example the "Clients" business partner.
```

2. Click **OK**. The business partner use appears in the diagram.

Describing a Business Function Architecture

A business function architecture is a set of interacting business functions that, together, delivery one of more business capabilities.

Accessing the business function architecture list

To access the business function architecture list from the **Business Architecture** navigation pane:

- Select **Inventories > Business Function Architectures** in the navigation menu.
  The business function architecture list appears.

The properties of a business function architecture

The **Characteristics**property page of the business function architecture provides access to:

- its **Name**,
- its **Owner**, by default during creation of the business function architecture, this is the current enterprise plan.
- the text of its **Description**.
- its **Owned Realization**.

☛ *For more information on the effects of expected capabilities, see "Creating a business capability realization", page 63.*

With **HOPEX Business Architecture** a business function architecture is described by the following pages:

- the **Structure** page which provides access to the list of components of the business function architecture.

  ☛ *For more details, see "Describing a Business Function Architecture", page 48.*
- The **Usage** page, that provides access to the environments in which the business function architecture is used.

  ☛ *For more details on the business function tree, see "Creating a business architecture environment diagram", page 45.*
- the **Assignment** page, which is used to specify the managers of the business function architecture.
- the **Performed Process** page, that provides access to the functional processes executed in the business function architecture context.

  ☛ *For more details, see "Describing Functional Processes", page 59.*
- the **Service Points and Service Requests** page, that specify the services expected or delivered by a business function.

  ☛ *For more details, see "Managing service points and request points", page 49.*

Describing a Business Function Architecture

A business function architecture diagram describes the interactions between the main internal components of the architecture described. It thus describes:

- the *business function architectures* used,

  A business function architecture is a set of interacting business functions that, together, delivery one of more business capabilities.

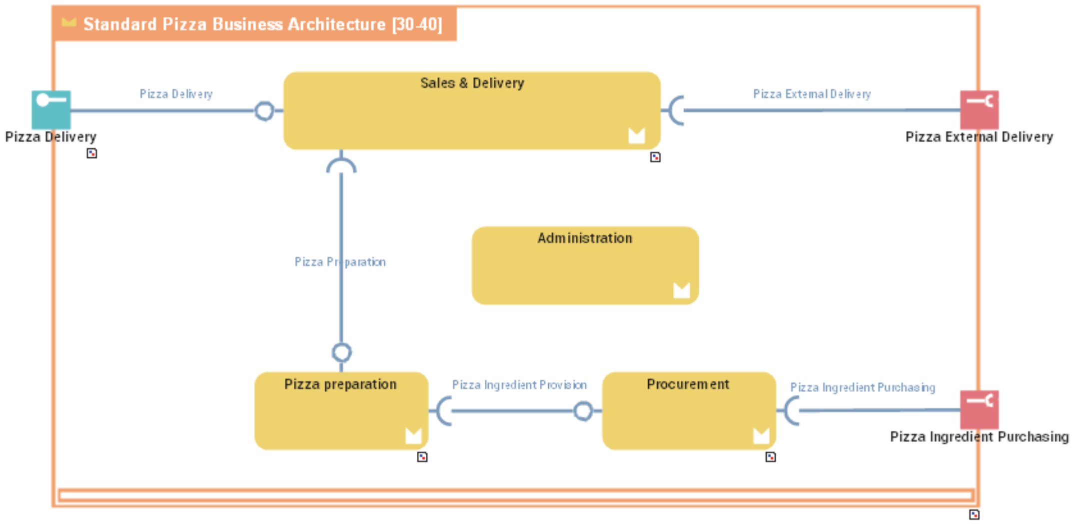
  For example, the "Pizza making" business function architecture is based on the "Sales and delivery" or "Pizza preparation" business function architectures.

  For more details on the use of a business function architecture, see "Creating an internal or external business function architecture use", page 45.

- the *business functions* used.

  A business function is a conceptual unit of the division of responsibilities in an enterprise. It is used to structure the management of information processing, energy, and equipment produced or used. Business functions define the skills and the functionalities necessary to the enterprise to fulfill its mission.

  For more details on business functions, see "Describing business functions", page 51.



With **HOPEX Business Architecture**, communications are based on:

- access points: *service points* and *request points*.

  A service point is a point of exchange by which an agent offers a service to potential customers.

  A request point is a point of exchange by which an agent requests a service from potential suppliers.

  For more details on interactions between components, see *"Managing service points and request points", page 49.*

- *interactions*

  An interaction represents a contract established in a specific context between autonomous entities that are internal or external to an enterprise. These entities can be org-units, applications, activities or processes, or external org-units. The content of this contract is described by an exchange contract.

  For more details on interactions between components, see *"Managing Interactions", page 50.*

HOPEX Business Architecture provides a report available detailing the breakdown of business functions. For more details, see "Analysis report of container dependencies", page 72.

Managing service points and request points

A business function architecture is created to assure one or more services. These services are represented by *service points*. The service is requested according to precise terms defined by an *exchange contract* assigned to the service point.

A service point is a point of exchange by which an agent offers a service to potential customers.

An exchange contract is a model of a contract between organizational entities. This contract is described by exchanges between an initiator role and one or several contributor roles.

A *request point* is used to represent the use of an external service.

A request point is a point of exchange by which an agent requests a service from potential suppliers.

The service is requested according to precise terms defined by an *exchange contract* assigned to the request point.

Components that issue a request are linked to the request point by an interaction.

```
In the example, the request point that represents the
"External delivery of pizzas" is linked to the "Sales and
deliveries" business function architecture by an
interaction.
```

Creating a service point or a request point

The process for creating a *service point* or *request point* is identical.

To create a service point:

1. In the diagram insert toolbar, click **Service Point**.
2. Position the object at the edge of the architecture frame.
   A creation dialog box opens.

3. Click the arrow to the right of the **Exchange Contract** field to define the exchange contract enabling activation of this service point, and select, for example, **Connect Exchange Contract**.
A search dialog box opens.
4. Select the exchange contract associated with this service point.
5. Click **Next**.
A dialog box opens proposing a list of exchange contract roles that can be associated with the service point.

☛ *This second dialog box is not proposed if there is only one candidate role that can be associated with the service point.*

6. Select the role that interests you and click **OK**.
The service point appears in the diagram.

To change the service point name:

1. Click the name of the service point and press key F2.
2. Enter the new name used when specifying interaction points.

Managing Interactions

An *Interaction* represents the exchange of information between architecture components.

An interaction represents a contract established in a specific context between autonomous entities that are internal or external to an enterprise. These entities can be org-units, applications, activities or processes, or external org-units. The content of this contract is described by an exchange contract.

Content of an interaction is described by an *exchange contract*.

An exchange contract is a model of a contract between organizational entities. This contract is described by exchanges between an initiator role and one or several contributor roles.

☛ *For more details on exchange contract concepts, see* *"Describing Exchange Contracts", page 52.*

Creating an Interaction

To create an interaction:

1. In the diagram insert toolbar, click **Interaction**.
2. Draw a link between the two communication entities.
3. In the add interaction dialog box, specify the exchange contract you wish to use.

☛ *You can also create a new exchange contract. For more details, see* *"Creating an Exchange Contract from an Interaction", page 53.*

4. Click **OK**.

Creating an exchange contract from an interaction

You can create an exchange contract:

- from a library,
- from an interaction in a diagram.

To create an exchange contract, in a diagram, from an interaction:

1. In the diagram insert toolbar, click **Interaction**.
2. Draw a link between the two communication entities.

3. In the add interaction dialog box, click the arrow at the right of the **Exchange Contract** box and select **New**.
   The **Creation of Exchange Contract** dialog box opens.
4. Enter the name of the exchange contract in the **Name** box.
5. Click **OK**.
   The interaction and exchange contract are created.

Describing business functions

A business function is a conceptual unit of the division of responsibilities in an enterprise. It is used to structure the management of information processing, energy, and equipment produced or used. Business functions define the skills and the functionalities necessary to the enterprise to fulfill its mission.

Accessing the list of business functions

To access the list of business functions from the **Business Architecture** navigation pane:

- Click **Inventories > Business Function** in the navigation menu.
  The list of business functions appears in the edit window.

Business properties

The **Characteristics** property page of the business function provides access to:

- its **Owner**, by default during creation of the business, this is the current enterprise plan.
- its **Name**,
- the text of its **Description**.
- its **Owned Realization**.

  ☛ *For more information on the effects of expected capabilities, see* *"Creating a business capability realization", page 63.*

With **HOPEX Business Architecture** a functionality is described by the following pages:

- the **Required Abilities** page is used to specify a list of skills and functionalities required by the business.

  ☛ *For more details, see* *"Describing Business Skills", page 54 and "Describing functionalities", page 57.*
- the **Usage** page that identifies the business function architectures that use the business function.

  ☛ *For more details on the business function tree, see* *"Describing a Business Function Architecture", page 48.*
- the **Assignment** page, which is used to specify the managers of the business function architecture.
- the **Performed Process** page that provides access to the functional processes executed.

  ☛ *For more details, see* *"Describing Functional Processes", page 59.*

Describing Business Parters

A business partner designates a third-party who is in relation with the enterprise within the framework of a given business architecture environment. Examples: private sector client, regulatory organization, supplier.

Accessing the business partners list

To access the list of business partners from the **Business Architecture** navigation pane:

- Select **Inventories > Business Partners** in the navigation menu.
  The list of business partners appears in the edit area.

The properties of a business partner

The **Characteristics** property page of the business architecture provides access to:

- its **Owner**, by default during creation of the business partners, this is the current enterprise plan.
- its **Name**,
- the text of its **Description**.

With **HOPEX Business Architecture**, a business partner is described by the following pages:

- the **Usage** page that is used to draw up the list of business architecture environments in which the business partner is used.

  For more details, see "Managing a business architecture environment", page 43.

- the **Assignment** page is used to specify the persons and the person groups associated with the business partner.

  For more details, see "Assigning a business partner", page 52.

Assigning a business partner

Persons (for example: Mr Dupont or the ISD) or person groups (for example, the governance organizations: Architectural Firm or Executive Committee) can be attached to various constituent elements of the business architecture, including business partners.

A person (System) represents a person in the enterprise. This person can be assigned a login and a role (or a profile depending on the connection mode). The login provides access to the Web Application. The role (or the profile) defines the access to product functions and repositories. A system person, if assigned a login, has a specific desktop in each database, and can connect to this desktop from any workstation in a given environment.

Describing the business skill map

> *A business skill map is a set of business skill with their dependencies that, together, define a framework for an enterprise stage.*

Accessing the list of business skill maps

To access the list of business skills maps from the **Business Architecture** navigation pane:

- Click **Inventories > Business Skill Map** in the navigation menu.
  The list of business skill maps appears in the edit area.

The properties of a business skill map

The **Characteristics** property page of the business capability map provides access to:

- its **Owner**, by default during creation of the business skill map, this is the current enterprise plan.
- its **Name**,
- the text of its **Description**.

With **HOPEX Business Architecture**, a business skill is described by the following pages:

- the **Structure** page that specifies the list of business skill components owned and the dependencies between them.

  For more details, see "Creating a business skill component in a diagram", page 53 and "Defining the business skill dependencies", page 54.

- the **Usage** page which identifies the different enterprise stages that use the business skill map.
- the **Assignment** page which is used to specify the managers of the business skill map.

Creating a skill map diagram

To create a skill map diagram:

- Right-click the business skill map that interests you and select **New > Skill Map Diagram**.
  The diagram opens in the edit area. The frame of the business skills map described appears in the diagram.

Creating a business skill component in a diagram

The components represented in a business skill map are **Business skills**.

> *A business skill is a capability acquired by a person or an organization through a specific training.*

To add a business skill to the business skill map:

1. In the diagram insert toolbar, click **Business skill component**.

2. Click in the frame of the business skill map.
   The business skill component creation window opens.
3. Select, for example, the **Reusing an existing Business Skill** check box.
4. Click **Display scope** to limit the list of business skills to those of the enterprise plan scope.
5. Select the business skill that interests you.
6. Click **OK**.
   The business skill component appears in the diagram.

Defining the business skill dependencies

You can create a dependency link between two business skills to specify that one business skill is required for the other in the context of a skill map.

To create dependency links between two business skills:

1. In the insert toolbar, click **Business Skill Dependency**.
2. Click the main business skill, and keeping the left mouse button pressed, move the cursor to the business skill required.
3. Release the mouse button.
   The link appears in the diagram.

Describing Business Skills

A business skill is a capability acquired by a person or an organization through a specific training.

To be able to subsequently check that each business capability is implemented by a suitable business skill, you must define the required business skills and functionalities, for each business function.

To access the business skill list from the **Business Architecture** navigation pane:

- Select **Inventories > Business Skills** in the navigation menu.
  The list of business skills maps appears in the edit area.

The **Characteristics** property page of the business skill provides access to:

- its **Owner**, by default during creation of the business skill map, this is the current enterprise plan.
- its **Name**,
- the text of its **Description**.

With **HOPEX Business Architecture** a business skill is described by the following pages:

- the **Structure** page specifies a list of business skill held and the dependencies between them.

  ☛ *For more details, see "Creating a Skill Diagram", page 55.*

- In the **Usage** page, the **Capability Component** section provides access to the business skill maps that use the described business skill.

  ☛ *For more details, see "Creating a business skill component in a diagram", page 53.*

- In the **Usage** page, the **Business Capability** section provides access to the business capabilities that require the described business skill.

  ☛ *For more details, see "Defining the business skills and functionalities associated with business capabilities", page 41.*

- In the **Usage** page, the **Business Function** section provides access to the business function that require the described business skill.

  ☛ *For more details, see "Business properties", page 51.*

Creating a Skill Diagram

To create a skill diagram:

- Right-click the business skill that interests you and click **New > Skill diagram**.
  The diagram opens in the edit area. The frame of the business skill described appears in the diagram.

To create a business skill component in a diagram, see "Creating a business skill component in a diagram", page 53.

To define the dependencies of business skills, see "Defining the business skill dependencies", page 54

Describing the functionality map

A functionality map is a set of functionalities with their dependencies that, jointly, define the scope of a hardware or software architecture.

Accessing the list of functionality maps

To access the list of functionality maps from the **Business Architecture** navigation pane:

- Click **Inventories > Functionality Maps** in the navigation menu.
  The list of functionality maps appears in the edit area.

The properties of a functionality map

The **Characteristics** property page of the business capability map provides access to:

- its **Owner**, by default during creation of the business, this is the current enterprise plan.
- its **Name**,
- the text of its **Description**.

With **HOPEX Business Architecture** a functionality is described by the following pages:

- the **Structure** page, which specifies a list of functional components owned and the dependencies between them.

  ☛ *For more details, see "Creating a functionality component in a functionality map diagram", page 56 and "Defining Functionality dependencies", page 57.*

- The **Usage** page, which is used to identify the IT transformation stages that use this functionality map.
- the **Assignment** page, which is used to specify the managers of the functionality map.

Creating a functionality map diagram

To create a functionality map diagram:

- Right-click the functionality map that interests you and select **New > Functionality Map Diagram**.
  The diagram opens in the edit area. The frame of the functionality map described appears in the diagram.

Creating a functionality component in a functionality map diagram

The components represented in a functionality map are **Functionality components**.

A functionality is a capability expected from an equipment item (hardware or software) to ensure the operation of a business function or an organization.

To add a functionality component in the functionality map diagram:

1. In the diagram insert toolbar, click **Functionality Component**.
2. Click the functionality map frame.
   The functionality component creation window opens.
3. Click, for example, on **Reusing an existing Functionality**.
4. Click **Display Scope** to limit the list of functionalities to those within the scope of the enterprise plan.
5. Select the functionality that interests you.
6. Click **OK**.
   The functionality component appears in the diagram.

Defining Functionality dependencies

A dependency link between one functionality and another is used to specify the elements on which this dependency is based.

```
For example, for a "Pizza delivery" functionality, there
must first be a "Prepare pizzas" functionality. Note that
the effect of the "Deliver pizzas" functionality is a "Pizza
delivered" functionality and the effect of the "Prepare the
pizzas" functionality is a "Cooked pizza"
```

To create dependency links between two functionalities in a functionality map diagram:

1. In the insert toolbar, click **Functionality Dependency**.
2. Click the functionality component, and keeping the left mouse button pressed, move the cursor to the functionality component used.
3. Release the mouse button.
   The creation window for the functionality dependency opens.
4. Enter the user component result in the **Dependent Application Effect** field.

   `For example, "Pizza delivered".`
5. Specify the **Needed Application Effect** field with the functionality result used.

   `For example, "Pizza cooked".`
6. Click **OK**.
   The link appears in the diagram.

   ☛ *A single sub-functionality can have more than one dependency within a single diagram.*

Describing functionalities

📖 *A functionality is a capability expected from an equipment item (hardware or software) to ensure the operation of a business function or an organization.*

To access the list of functionalities from the **Business Architecture** navigation pane:

- Click **Inventories > Functionalities** in the navigation menu.
  The list of functionalities appears in the edit area.

To create a new functionality:

1. In the **Business Architecture** navigation pane, select **Inventories > Functionalities**.
2. Click **New**.
   A **Functionalities** creation dialog box opens.
3. Enter the name.
4. Click **OK**.
   The functionality created appears in the list of functionalities.

The **Characteristics** property page of the functionality provides access to:

- its **Owner**; by default during creation of the functionality, this is the current enterprise plan.
- its **Name**,
- the text of its **Description**.
- the **Desired Application Effects**:

  ☛ *For more information on the effects of expected functionalities, see* *"Defining Functionality dependencies", page 57.*

With **HOPEX Business Architecture** a functionality is described by the following pages:

- the **Structure** page is used to specify a list of functionalities owned and the dependencies between them.

  ☛ *For more details, see* *"Creating a Functionality Diagram", page 58.*
- the **Implementation** page provides access to the list of architecture elements that implement the functionality.
- In the **Usage** page, the **Capability Component** section provides access to the functionality maps that use the described functionality.

  ☛ *For more details, see* *"Creating a functionality component in a functionality map diagram", page 56.*
- In the **Usage** page, the **Business Capability** section provides access to the business capabilities that require the described functionality.

  ☛ *For more details, see* *"Defining the business skills and functionalities associated with business capabilities", page 41.*
- In the **Usage** page, the **Business Function** section provides access to the business functions that require the described functionality.

  ☛ *For more details, see* *"Business properties", page 51.*
- In the **Usage** page, the **Capability Exhibition** section provides access to the exposed business capabilities that require the described functionality.

  An exhibited business capability is measurable objectively within the framework of an enterprise stage, on a defined geopolitical scope (site), and focused on a given market segment (business partner).

Creating a Functionality Diagram

To create a functionality diagram:

- Right-click the functionality that interests you and click **New > Functionality diagram**.
  The diagram opens in the edit area. The frame of the functionality described appears in the diagram.

To create a functionality in a diagram, see "Creating a functionality component in a functionality map diagram", page 56.

To define the dependencies of sub-functionalities, see "Defining Functionality dependencies", page 57

Describing Functional Processes

A functional process is a value chain providing results as goods or services, to an internal or external client of the enterprise or organization. This value chain is described as a sequence of activities.

☛ ***For more details on the use of functional processes, see the HOPEX Business Process Analysis guide, chapter*** ***"Functional Processes", page 61******.***

Accessing the functional process list

To access the functional process list from the **Business Architecture** navigation pane:

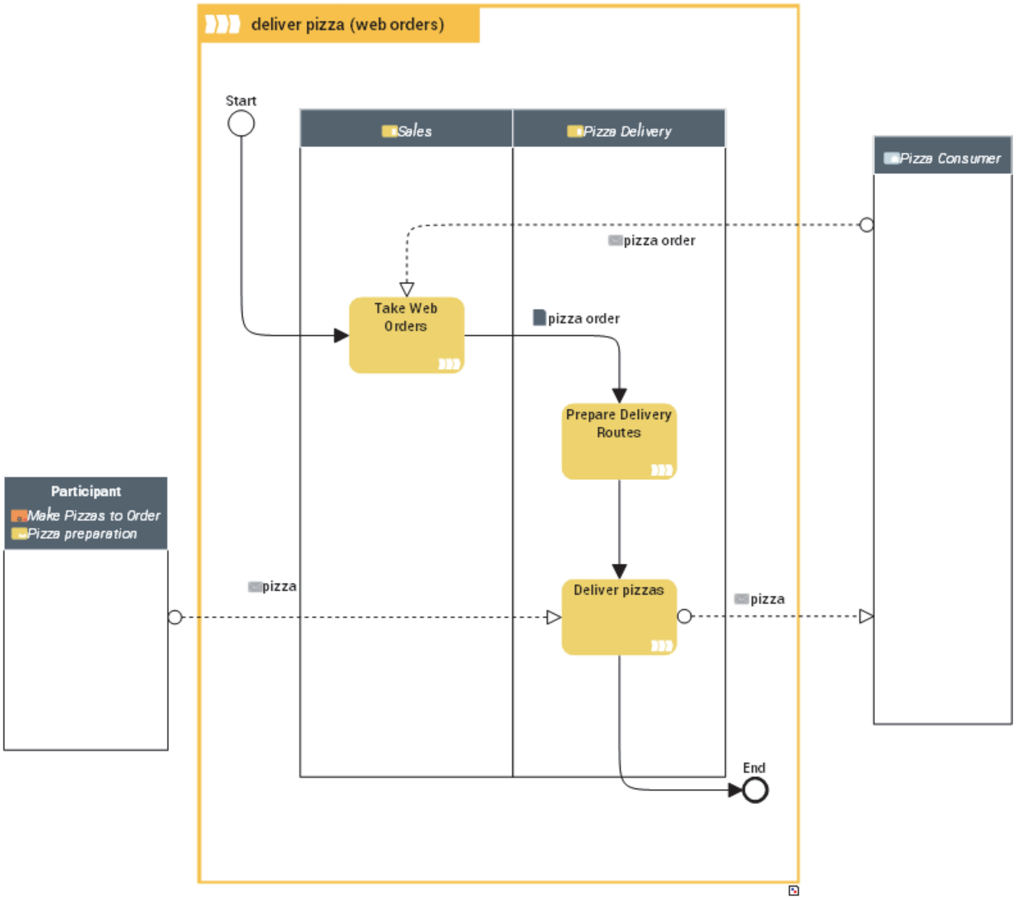
- Select **Inventories > Functional Processes** in the navigation menu.
  The list of functional processes appears in the edit area.

Creating a Functional Process Diagram

To create a functional process diagram:

- Right-click the functional process that interests you and click **New > Functional Process Diagram**.
  The diagram opens in the edit area. The frame of the functional process described appears in the diagram.

The following diagram presents a functional process example:



"Purchase-Receipt" functional process

```
The purchase request is recorded and must then be approved.
The requester is informed of the approval or rejection of
the request. If the request is validated, an analysis of the
required order is carried out.

If stock is lower than a given threshold, an order is
prepared and sent to the supplier for resupply.

If the product is available, or as soon as it is received
from the supplier, it is made available to the requester.
```

In this diagram, the *business functions* or the *business function architectures* that perform the functional processes are linked to participants represented in columns.

Describing the outcomes

The outcomes of a business capability, a functionality, or a skill are represented by a content.

A content designates the content of a message flow or message, independently of its structure. A content may be used by several message flows or messages, since it is not associated with a sender or with a recipient.

The contents associated with the outcomes are used to describe the content of flows exchanged in the functional processes. For more details, see "Describing Functional Processes", page 59.

The outcomes are used to define the dependencies between:

- The business capabilities in the business capability maps. For more details, see "Defining business capability assemblies", page 38.
- The sub-functionalities in the functionality maps. For more details, see "Defining Functionality dependencies", page 57.
- The sub-skills in the skills maps. For more details, see "Defining the business skill dependencies", page 54.

Accessing the list of outcomes

To access the list of outcomes:

1. Expand the **Business Architecture** navigation pane.
2. Click **Inventories > Outcome**.
   The list of outcomes appears in the edit area.

The properties of an outcome

The **Characteristics** property page of the outcome provides access to:

- its **Owner**, by default during creation of the results, this is the current enterprise plan.
- its **Name**,
- the text of its **Description**.

Connecting an outcome to a business capability

An outcome can be used by a business capability or an exhibited business capability. It appears in the **Desired Capability Effect** section of the **Characteristics** page of the capabilities property pages.

```
For example, the desired capability effect of "Delivery of
pizzas" is a "Delivered pizza"
```

To connect an existing outcome to a business capability, for example:

1. Open the property pages of the business capability that interests you.
2. Select the **Characteristics** page.
3. In the **Desired Capability Effect** section, click **New**.
   The **Creating a Desired Business Effect** window opens.
4. Select **Reusing an existing content**.

5. Select the content that interests you and click **OK**.
   The content appears in the list of **Desired Capability Effects**.

Describing business capability implementation

Creating a business capability map realization

To create a business architecture environment with a business capability map, you must create a business capability map realization.

The creation of a business map represents the organization of physical agents (Application Systems) or logical (Business Function) agents that implements the business capacities of the map.

To specify that an existing business capability map is implemented by a business function architecture:

1. Open the property pages of the **Business architecture environment** that interests you.
2. Select the **Characteristics** page.
3. In the **Owned Realization** section, click **New**.
   The creation window for a business capability map opens.
4. Select **Reusing an existing Capability Map**.
5. Select the desired capability map and click **OK**.
   The business capability map realization appears in the list with the name of the selected map.

Creating a business capability realization

A business capability can be created either by a business function or by a business function architecture.

To associate a business function architecture, or a business function, with a capability, you must create a business capability map realization.

The creation of a business map represents the organization of physical agents (Application Systems) or logical (Business Function) agents that implements the business capacities of the map.

To specify that an existing business capability is implemented by a business function architecture:

1. Open the property pages of the business function architecture that interests you.
2. Select the **Characteristics** page.
3. In the **Owned Realization** section, click **New**.
   The creation window for a business capability realization opens.
4. Select **Reusing an existing Capability**.
5. Select the desired capability and click **OK**.
   The capability realization appears in the list with the name of the selected capability.

☛ *From the business function property pages, you can specify if a business capability is performed by a business function.*

Analyzing enterprise capability implementation

Reports are used to display the realization capabilities by operational elements such as business functions, and according to different perspectives: Organizational, Business/Data, Logical/Physical Application, etc.

☛ *For more details, see "Breakdown map of business capabilities", page 74.*

Using KPIs

KPIs and *KPI dimensions* are used to define the performance constraints that must be complied with by the building blocks making up the enterprise plan, at the forefront of which are the capabilities and the exhibited capabilities in an enterprise stage.

The nature of a *KPI* is defined by *KPI dimensions*.

A KPI dimension expresses the nature of indicators (duration, mass, cost, etc.) and defines the unit used to measure them (minutes, kilograms, euros, etc.). KPI dimensions can be elementary or composite. Elementary dimensions are described by KPI units: kg, Liter, Gallon, Hour, Minute.

A KPI (key indicator) defines how much of something that can be quantified, either as a singular value or as range of values, according to a KPI Dimension. KPI are valued KPIs. Example: Time to deliver [10-20] minutes

KPI dimensions can be connected to the following objects:

- business capabilities,
- architecture building blocks (driver, business function, functional process, application system, etc.).

```
A KPI dimension for the "Delivery of pizzas" business
capability is "Delivery time".
```

KPIs can be connected to exhibited business capabilities; that is, a capability highlighted within the context of an enterprise stage.

```
For example, the KPIs of the "Delivery of pizzas" exhibition
of the business capability (exhibited business capability)
in a given enterprise stage (existing or future) can be
"Deliver a pizza in less than 20mn" or "Take the order in
less than 3 mn".
```

Finally, *KPIs* or *KPI dimensions* can be grouped to define *composite KPI dimensions*.

A composite KPI defines the grouping of elementary KPIs that should be examined together in order to appreciate the performance of an item with KPI. Eg: a delivery must take place in less than 20 minutes and cost less than 5 euros.

A composite KPI dimension consolidates a set of KPI dimensions that must be considered jointly to assess the performance of a tracked element. E.g: a delivery must take place within a target timeframe AND at target cost

Describing a KPI dimension

A KPI dimension expresses the nature of indicators (duration, mass, cost, etc.) and defines the unit used to measure them (minutes, kilograms, euros, etc.). KPI dimensions can be elementary or composite. Elementary dimensions are described by KPI units: kg, Liter, Gallon, Hour, Minute.

Accessing the list of KPI dimensions

To access the list of *KPI dimensions*:

1. Expand the **Business Architecture** navigation pane.
2. Click **Inventories > KPI dimension**.
   The list of KPI dimensions appears.

Creating a KPI dimension

Creating a *KPI dimension*:

1. From the **Vision** navigation pane, select **Inventories > KPI dimension**.
2. Click **New**.
   The new KPI dimension appears in the list.
3. Open its property pages and enter:

- its **Name**,
- the text that describes its **Unit**,
- the text of its **Description**.

The properties of a KPI dimension

The **Characteristics** property page of the KPI dimension provides access to:

- its **Name**,
- the text that describes its **Unit**,
- the text of its **Description**.

The **Usage** property page of the KPI dimension provides access to:

- the **KPI** section: provides the list of KPIs that are based on this KPI dimension.

  ☛ *For more details, see* *"Connecting a KPI dimension to a KPI", page 67.*

- the **Composite KPI dimension**: provides the list of composite KPI dimensions that use the KPI dimension.

  ☛ *For more details, see* *"Creating a composite KPI dimension", page 68.*

Describing a key performance indicator - KPI

A composite KPI defines the grouping of elementary KPIs that should be examined together in order to appreciate the performance of an item with KPI. Eg: a delivery must take place in less than 20 minutes and cost less than 5 euros.

Accessing the list of KPIs:

To access the list of KPIs:

1. Expand the **Business Architecture** navigation pane.
2. Click **Inventories > KPI**.
   The list of KPIs appears in the edit area.

Creating a KPI

☛ *You create a KPI from the KPI dimension page of all the objects that can be connected to simple or composite performance indicators.*

To create a *KPI* from the navigation tree:

1. From the **Business Function Architecture** navigation pane, select**Inventories > KPI**.
2. Click **New**.
   The KPI creation dialog box opens.
3. Select the **KPI dimension** that you would like to use.
   ```
   For example, "Delivery time"
   ```
4. Select the **operator** that you want to use (less than, greater than or equal to).
   ```
   For example, "Less than"
   ```
5. Specify the **Value**.
   ```
   For example, "30 mn"
   ```
6. Click **OK**.
   The KPI is created with a **Name** calculated from the KPI characteristics.
   ```
   In the example, the name is "Delivery time < 30 mn"
   ```

Connecting a KPI dimension to a KPI

The KPI dimension is requested on creation of a KPI; it is used in calculating the name of the KPI: ***dimension name*** + ***logical operator*** + ***dimension unit***.

The KPI dimension is given in the KPI property pages.

To connect a KPI dimension to a KPI:

1. Open the property pages of the KPI that interests you.
2. Select the **Characteristics** page.
3. In the **Dimension** field, specify the KPI dimension that interests you.

KPI properties

The **Characteristics** property page of the KPI dimension provides access to:

- its **Name**, which is calculated automatically on creation,
- Its **dimension**, which defines its nature,
- its **unit**, which is that of the KPI dimension and which cannot be modified,
- its **operator** which positions it with respect to its value,
- its **Value**,
- the text of its **Description**.

The **Usage** property page of the KPI provides access to:

- the **Composite KPI** section: provides the list of composite KPI that use the KPI described.

  ☛ *For more details, see "Creating a composite KPI", page 69.*

- the **Exhibited Capabilities** section: provides the list of exhibited capabilities connected to the KPI described.

  ☛ *For more details, see "Connecting a KPI to an exhibited business capability", page 68.*

Connecting a KPI to an exhibited business capability

An exhibited business capability is measurable objectively within the framework of an enterprise stage, on a defined geopolitical scope (site), and focused on a given market segment (business partner).

☛ *For more details on exhibited business capabilities, see "Deducing the exhibited business capabilities", page 54.*

A KPI can be used by an exhibited business capability. It appears in the **KPI** page of the property pages of the exhibited business capability.

To connect an existing KPI with an exhibited business capability:

1. Open the property pages of the exhibited business capability that interests you.
2. Select the **KPI** property page.
3. In the **KPI** section, click **Connect**.
   A connection window opens.
4. Select the KPI that interests you and click **Connect**.
   The KPI appears in the list.

Using a composite KPI

A composite KPI defines the grouping of elementary KPIs that should be examined together in order to appreciate the performance of an item with KPI. Eg: a delivery must take place in less than 20 minutes and cost less than 5 euros.

Creating a composite KPI dimension

A composite KPI dimension consolidates a set of KPI dimensions that must be considered jointly to assess the performance of a tracked element. E.g: a delivery must take place within a target timeframe AND at target cost

A *Composite KPI Dimension* uses either a KPI dimension, or a composite KPI dimension.

A KPI dimension or a composite KPI dimension can be used by several composite KPI dimensions. During creation of a composite KPI dimension, you can thus reuse a KPI dimension, or a composite KPI dimension that already exists.

Creating a *Composite KPI Dimension*:

1. From the **Business Architecture** navigation pane, select **Inventories > Composite KPI dimension**.

2. Click **New**.
   The new composite KPI dimension appears in the list.
3. Open its property pages, select the **Characteristics** page and specify its **Name**.
4. Select the **Structure** page and click the **New** button.
   The composite KPI dimension creation window opens.
5. Select the **Reusing a composite KPI dimension or a KPI dimension** check box.

   ☛ *For more details on creating the composite KPI dimension, see* *"Creating a composite KPI dimension", page 68.*

6. Select, for example, the **Connect a KPI dimension** check box.
7. Click **Display scope**.
   The list of KPI dimensions appears.
8. Select the KPI dimension concerned and click **OK**.
   The new component appears in the list.
9. Click **New** and proceed the same way to connect other KPI dimension or composite KPI dimension.

Connect a composite KPI dimension to an enterprise plan

To connect, for example, a composite KPI dimension to a business capability:

1. Open the property pages of the business capability that interests you.
2. Select the **composite KPI dimension** page.
3. In the **composite KPI Dimension** section, click **Connect**.
   A connection window opens.
4. Select the composite KPI dimension that interests you and click **Connect**.
   The new composite KPI dimension appears in the list.

Creating a composite KPI

A composite KPI defines the grouping of elementary KPIs that should be examined together in order to appreciate the performance of an item with KPI. Eg: a delivery must take place in less than 20 minutes and cost less than 5 euros.

A *Composite KPI* uses either a KPI, or a composite KPI.

A KPI or a composite KPI can be used by several KPI dimensions. During creation of a composite KPI, you can thus reuse a KPI, or a composite KPI that already exists.

Creating a *Composite KPI*:

1. From the **Business Architecture** navigation pane, select **Inventories > Composite KPI**.
2. Click **New**.
   The new composite KPI appears in the list.
3. Open its property pages, select the **Characteristics** page and specify its **Name**.
4. Select the **Structure** page and click the **New** button.
   The composite KPI creation window opens.
5. Select the **Reusing a composite KPI or a KPI** check box.
6. Select, for example, the **Conect a composite KPI**.

7. Click **Display scope**.
The list of composite KPI appears.
8. Select the composite KPI that interests you and click **OK**.
The new component appears in the list.
9. Click **New** and proceed the same way to connect other KPI or composite KPI.

Connecting a composite KPI to an exhibited business capability

An exhibited business capability is measurable objectively within the framework of an enterprise stage, on a defined geopolitical scope (site), and focused on a given market segment (business partner).

☛ *For more details on exhibited business capabilities, see* *"Deducing the exhibited business capabilities", page 54**.*

A composite KPI can be used by an exhibited business capability. It appears in the **KPI** page of the property pages of the exhibited business capability.

☛ *To connect an existing composite KPI with an exhibited business capability: see* *"Connecting a KPI to an exhibited business capability", page 68**.*

IDENTIFYING STRATEGIC TRANSFORMATION OBJECTIVES

After having described the current state, and analyzed the suitability between the business capabilities of the enterprise and its business functions, this step consists in drawing up the list of drivers identified by the stakeholders and assessing them in order to establish the list of transformation strategic objectives.

A transformation objective is the expression of a realistic target, measurable and with a time limit, which the enterprise pursues to reach the goals it has set.

The following points are covered here :

HANDLING TRANSFORMATION DRIVERS

There are various types of drivers:

A business driver is an expectation expressed by a client, a partner or provider with respect to the enterprise.

A regulatory driver is guided by a change in the regulation framework to which it makes reference.

An architectural driver is guided by a specific characteristic or an internal architectural building block. This characteristic can represent a strength or a weakness

These are the *stakeholder* who identify the drivers connected to *strategic assessments*.

A stakeholder is an internal or external person or person group with a defined role in the enterprise plan.

Using strategy assessments

Creating a strategy assessment

To create a *strategy assessment*

1. From the **Vision** navigation pane, select **Motivation > Strategy Evaluation**.
   The current enterprise plan appears. It is connected to a **Strategy Assessment** folder.
2. Right-click the **Strategy Assessment** folder and select **New > Strategy Assessment**.
   The strategy assessment creation window opens.
3. Specify the **Name** of the strategy assessment.
4. Specify the **Begin Date** and the **End Date** of the assessment.
5. Click **OK**.
   The strategy assessment appears in the list of assessments associated with the enterprise plan.

The properties of a strategy assessment

The **Characteristics** property page of the strategy evaluation provides access to:

- its **Name**;
- its **Enterprise plan**, the enterprise plan from which the assessment was created;
- the **Begin Date** and the **End Date** of the assessment.
- the text of its **Description**.

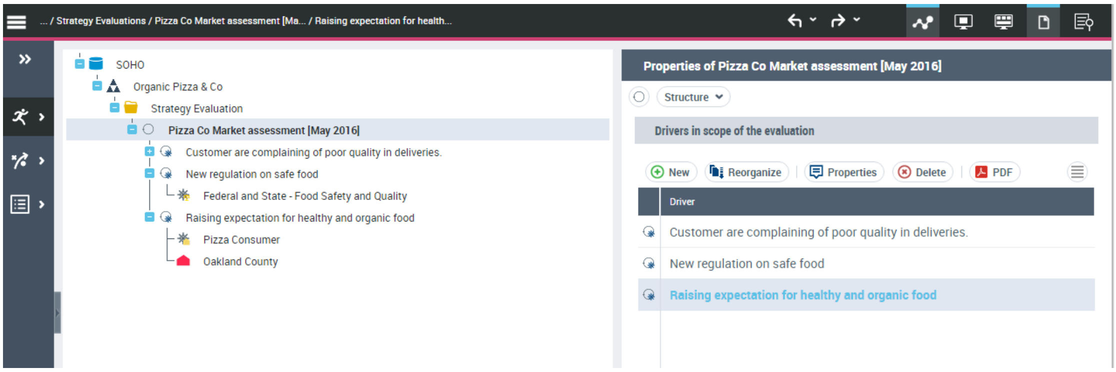
With **HOPEX Business Architecture**, a strategy evaluation is described by the following tabs:

- the **Structure** page is used to access all drivers linked to the strategy evaluation,

  ☛ *For more details, see "Using drivers", page 49.*

- the **Assessment** tab is used to create assessments.

  ☛ *For more details, see "Using strategic evaluation", page 52.*



Using drivers

Accessing the list of drivers

To access the list of drivers from the **Vision** navigation pane:

➧ Click **Inventories > Drivers** in the navigation menu.
Three tabs are available to access the list of each type of driver.

A business driver is an expectation expressed by a client, a partner or provider with respect to the enterprise.

A regulatory driver is guided by a change in the regulation framework to which it makes reference.

An architectural driver is guided by a specific characteristic or an internal architectural building block. This characteristic can represent a strength or a weakness

Creating a driver from enterprise plan

Drivers are connected to an enterprise plan by a *strategy assessment*.

To create a *driver* from a *strategic assessment*:

1. From the **Vision** navigation pane, select **Motivation > Strategy Evaluation**.
   The current enterprise plan appears.
2. Expand the **Strategy evaluation** folder.
3. Select the strategy evaluation that interests you and select **New > Evaluation driver**.
   A strategy evaluation driver creation window opens.

4. Select the **Creating a new Regulatory Driver or Business Driver or Architectural Driver** check box.
5. Select, for example, the **Connect a Regulatory Driver**.
6. Click **Display scope**.
7. Specify the the **Name**of the driver.
8. Click **OK**.
   The driver appears in the list of drivers linked to the strategy evaluation.

Driver properties

The **Characteristics** property page of the driver provides access to:

- its **Name**;
- the text of its **Description**.

With **HOPEX Business Architecture** a driver is described by the following pages:

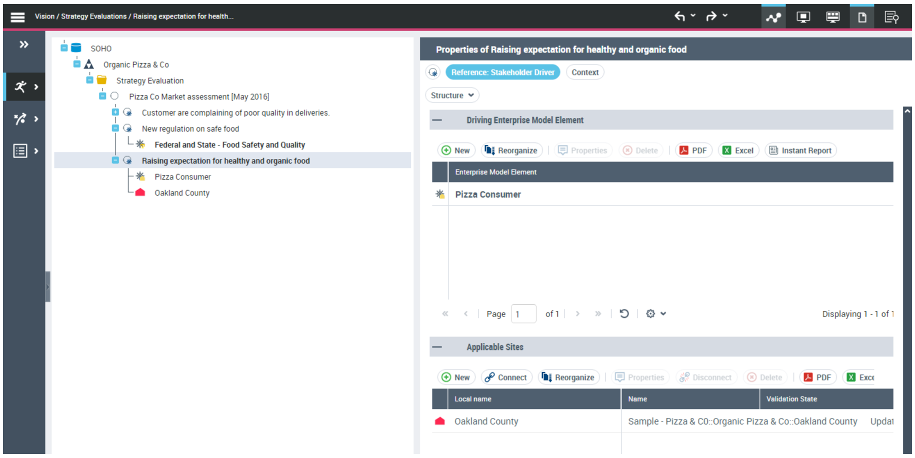
- the **Structure** page, **Driving Enterprise Model Element** section is used to access the architecture building blocks concerned by the driver.

  ☛ *For more details, see* *"Describing implementation of a transformation plan", page 63.*

- the **Structure** page, **Possible sites** section is used to access the sites concerned by the driver.

  A site is a geographical location of an enterprise. Examples: Boston subsidiary, Seattle plant, and more generally the headquarters, subsidiaries, plants, warehouses, etc.

  ☛ *For more details, see* *"Describing implementation of a transformation plan", page 63.*



- the **Usage** page, **Strategy Assessment** section provides access to the strategic evaluations to which the driver is connected.

  ☛ *For more details, see* *"Creating a driver from enterprise plan", page 49.*

- the **Usage** page, **Transformation objective** section provides access to the objectives to which the driver is connected.

  ☛ *For more details, see* *"Identifying the transformation objectives", page 56.*

- the **KPI Dimension** page is used to create KPI Dimensions for the driver.

  ☛ *For more details, see* *"Using KPIs", page 65.*

- the **Assignment** page is used to specify the stakeholders connected to the driver; these links can be examined via all the "Driver x Stakeholder Matrix", page 86 report data.

USING STRATEGIC EVALUATION

With **HOPEX Business Architecture**, the assessment of drivers is of **SWOT** type: Strengths, Weaknesses, Opportunities, Threats. It is accessible within the context of a given strategy assessment and at a given date.

The results of the risk assessment can be displayed in dedicated reports which make it easier to analyze the results.

Creating a driver evaluation

You can create new evaluation with the aim of globally assessing each driver connected to a strategy evaluation.

To create an assessment:

1. From the **Vision** navigation pane, select **Motivation > Strategy Evaluation**.
   The current enterprise plan appears.
2. Expand the **Strategy evaluation** folder.
3. Select the strategy evaluation that interests you and open its property pages.
4. Select the **Assessment** page.
5. Click the**New Assessment** button.
   The list of drivers associated with the strategy evaluation appears.
6. For each driver, specify the **SWOT Quadrant** by selecting:
   - **Strength**or **Weakness**: for an internal driver,
   - **Opportunity**or **Threat**: for an external driver.
7. For each driver, specify the **Level of SWOT quadrant** column by selecting **High**, **Average**, or **Low**.
8. Click the **Validate Assessment** button.
   A validation window opens.
9. Specify the assessment date and click **OK**.

☛ *The SWOT dial at the bottom of the page is updated. For more details, see* *"Consulting the answers of a driver assessment", page 52*.

Consulting the answers of a driver assessment

The **SWOT** quadrant (Strengths, Weaknesses, Opportunities, Threats) is presented on the priorities page of the strategy assessment.

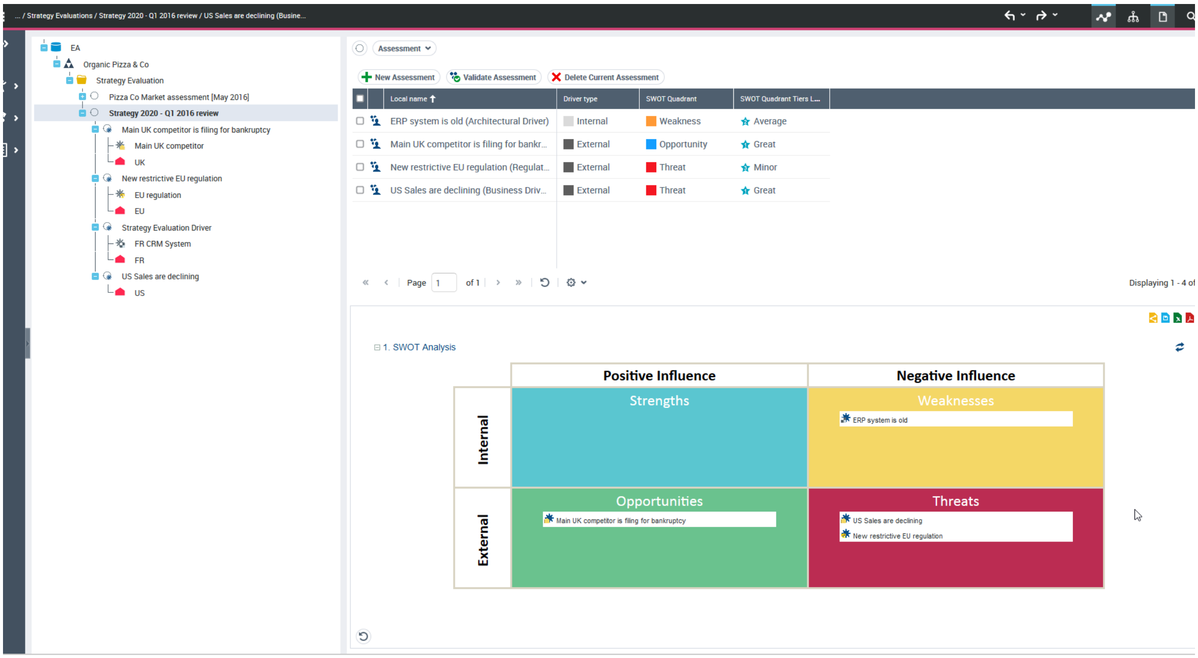
The top line of the quadrant presents the distribution of the internal drivers.

- the **Positive influence** section draws up the list of internal drivers assessed as **Strengths**.
- the **Negative influence** section draws up the list of internal drivers assessed as **Weaknesses**.

The lower line of the quadrant presents the distribution of external drivers.

- the **Positive influence** section draws up the list of internal drivers assessed as **Opportunities**.
- the **Negative influence** section draws up the list of internal drivers assessed as **Threats**.

☛ *For more details on establishing this report, see* *"Creating a driver evaluation", page 52**.*



☛ *For more details on establishing this report, see* *"SWOT analysis", page 84**.*

DESCRIBING THE STRATEGIC ELEMENTS

This step consists of preparing the transformation stages that will be used to improve the assessment reports created during the previous step.

An enterprise stage is a past, current or future stage of an enterprise plan.

Strategic elements are classified in the following categories:

- Exhibited Business Capability, see: "Deducing the exhibited business capabilities", page 54,
- lEnds, see: "Identifying the transformation ends", page 55,
- lMeans, see: "Defining Means", page 57.

Accessing to the strategic elements

To access all the strategic elements from an entreprise plan:

1. Select the **Vision** navigation pane.
2. Select **Strategic planning > Enterprise strategic view**.
3. Expand the folder that corresponds to the enterprise plan that interests you.
4. Expand the folder **Strategic View**.

*Strategic elements are accessible from the **Structure** page from an enterprise plan, or phase, property pages.*

Deducing the exhibited business capabilities

An exhibited business capability is measurable objectively within the framework of an enterprise stage, on a defined geopolitical scope (site), and focused on a given market segment (business partner).

Creating an exhibited business capability

To create an *exhibited business capability* from an enterprise plan or an enterprise stage:

1. Open the property pages of the enterprise plan, or enterprise stage, and select the **Structure** page.
2. In the **Exhibited Business Capability** section, click **New**.
   The Creation of Exhibited Business Capability dialog box opens.
3. Select, for example, the **Reusing an existing Business Capability** check box.
4. Click **Display scope** to limit the list of business capabilities to those in the scope of the enterprise plan.
5. Select the business capability that interests you and click **OK**.
   The new exhibited business capability appears in the list of **Exhibited business capabilities** of the enterprise plan.

The properties of an exhibited business capability

The **Characteristics** property page of the exhibited business capability provides access to:

- its **Owner**, that provides access to the enterprise plan of the exhibited business capability,
- its **Name**,
- **Desired Capability Effect**, provides access to the exhibited business capability outcomes.

With **HOPEX Business Architecture** an exhibited business capability is described by the following pages:

- the **Structure** page specifies a part of the list of business capability components that constitute the exhibited business capability, as well as the dependencies between these components,

  ☛ *For more details, see* *"Using the capability compositions", page 37 and "Defining business capability assemblies", page 38.*

- The **Implementation** page provides access to the list of business architectures or solution building blocks that implement the capability map.

  ☛ *For more details on implementation of business capabilities, see* *"Creating a business capability realization", page 63.*

- The **KPI** page provides access to the list of KPI and composite KPI associated with the exhibited business capability.

  ☛ *For more details, see* *"Using KPIs", page 65.*

- the **Usage** page provides access to the elements required by the capability and to the enterprise stages that use the capability.

Identifying the transformation ends

The strategy ends are defined by the *visions* and the *transformation goals* to be reached.

The elements describing the ends are aligned with components describing the necessary means: Missions, Strategies and Tactics.

☛ *For more details on objectives, see* *"Defining Means", page 57.*

Describing the Enterprise Vision

A vision is the ultimate, possibly unattainable, state the enterprise would like to achieve. A vision is often compound, rather than focused toward one particular aspect of the business problem. A vision is supported or made operative by missions. It is amplified by goals.

Creating an Enterprise Vision

To create an *enterprise vision*:

1. In the property pages of the enterprise plan, select the **Structure** page.
2. In the **Ends** section, select the **Vision** tab.

3. Click **New**.
   The **Creation of a vision** dialog box opens.
4. Specify the vision name and click the **OK** button.
   The new vison appears in the list.

Vision properties

The **Characteristics** property page of the vision provides access to:

- its **Name**,
- its **Owner**, by default the current enterprise plan.
- the text of its **Description**.

Identifying the transformation objectives

With **HOPEX Business Architecture**, the *transformation objectives* are a determining element in your enterprise model since they interconnect the ends of the enterprise strategy, the means and the operational elements.

A transformation objective is the expression of a realistic target, measurable and with a time limit, which the enterprise pursues to reach the goals it has set.

Creating a Transformation Objective

To create a *transformation objective*:

1. In the property pages of the enterprise plan, select the **Structure** page.
2. In the **Ends** section, select the **Transformation objectives** tab.
   The **Creation of a transformation objective** dialog box opens.
3. Specify the objective name and click **OK**.
   The objective appears in the list.

Transformation Objective Properties

The **Characteristics** property page of the transformation objective provides access to:

- its **Owner**, by default the current enterprise plan.
- its **Name**,
- the text of its **Description**.
- the **Drivers concerned** section is used to specify the **drivers** connected to the transformation objective.

☛ *For more details on drivers, see "Using drivers", page 49.*

☛ *For more details on the use of results, see "Defining business capability assemblies", page 38.*

With **HOPEX Business Architecture**, a transformation objective is described by the following tabs:

- the **Structure** page is used to access the list of exhibited business capabilities linked to the transformation objective.

  ☛ *For more details on exhibited business capabilities, see* *"Deducing the exhibited business capabilities", page 54**.*

- The **Implementation** page provides access to the list of contributing strategies.

  ☛ *For more details on strategies, see* *"Defining Strategies", page 57**.*

Defining Means

To ensure that the strategies and tactics implemented in the enterprise correspond correctly with the transformation objectives, **HOPEX Business Architecture** enables alignment of the objects representing the ends of the strategy with the means to be implemented.

The means of the enterprise are divided into *strategies*, which themselves are broken down into *tactics* to be implemented.

A strategy is a component of a mission. It represents a means of action essential to achievement of ends of the enterprise, and more practically its goals. A strategy channels enterprise efforts towards these goals. A strategy is the approach considered by the enterprise as being the best suited to achieving its goals, taking account of constraints imposed by the environment and by risks.

A tactic is a course of action that implements part of the detailing of strategy. A tactic contributes to a strategy implementation.

To check the consistency of the transformation plan, components describing the ends are connected to components describing the means of achieving these:

- transformation objectives are connected to strategies
- strategies are connected to tactics

Defining Strategies

A strategy is a component of a mission. It represents a means of action essential to achievement of ends of the enterprise, and more practically its goals. A strategy channels enterprise efforts towards these goals. A strategy is the approach considered by the enterprise as being the best suited to achieving its goals, taking account of constraints imposed by the environment and by risks.

Creating strategies

To create a *strategy*:

1. In the property pages of the enterprise plan, select the **Structure** page.
2. In the **Means** section, select the **Strategy** tab.
3. Click **New**.
   The **Creation of a strategy** dialog box opens.
4. Specify the strategy and click the **OK** button.
   The new strategy appears in the list.

Strategy properties

The **Characteristics** property page of the strategy provides access to:

- its **Owner**, by default the current enterprise plan.
- its **Name**,
- the text of its **Description**.
- the transformation objective that is defined in the **Contribution to the business objective**.

☛ *For more details on transformation objectives, see "Identifying the transformation objectives", page 56.*

With **HOPEX Business Architecture**, a strategy is described by the **Structure** page used to access the list of tactics that participate in the strategy implementation.

☛ *For more details, see "Defining Tactics", page 58.*

Defining Tactics

A tactic is a course of action that implements part of the detailing of strategy. A tactic contributes to a strategy implementation.

Creating tactics

To create a *tactic*:

1. In the property pages of the enterprise plan, select the **Structure** page.
2. In the **Means** section, select the **Tactic** tab.
3. Click **New**.
   The **Creation of a tactic** dialog box opens.
4. Specify the name of the tactic and click **OK**.
   The new tactic appears in the list.

Tactic properties

The **Characteristics** property page of the tactic provides access to:

- its **Owner**, by default the current enterprise plan.
- its **Name**,
- the text of its **Description**.
- the **parent strategy** that it implements.

☛ *For more details, see "Defining Means", page 57.*

With **HOPEX Business Architecture**, a tactic is described by the **Capabilities required** page that provides access to the list of exhibited capabilities which the tactic can address.

☛ *For more details on exhibited capabilities, see "Deducing the exhibited business capabilities", page 54.*

Defining a Mission

The mission describes what the business is or will be doing on a day-to-day basis. A mission makes a vision operative; that is, it indicates the ongoing activity that makes the vision a reality. A mission is planned using strategies.

Creating an Enterprise Mission

To create an *enterprise mission*:

1. In the property pages of the enterprise plan, select the **Structure** page.
2. In the **Means** section, select the **Mission** tab.
3. Click **New**.
   The **Creation of a mission** dialog box opens.
4. Specify the name of the mission and click **OK**.
   The new mission appears in the list.

Mission properties

The **Characteristics** property page of the mission provides access to:

- its **Name**,
- its **Owner**, by default the current enterprise plan.
- the text of its **Description**.

4

DRAWING UP THE ROADMAP

The roadmap is used to plan the business capabilities that the enterprise must acquire to reach its transformation objectives.

Drawing up the roadmap consists of identifying the enterprise transformation stages that the timeframe of the transformation objectives resulting from the analysis step of the transformation driver.

This chapter describes the procedures to be followed to:

- ✓ “Defining enterprise stages", page 58,
- ✓ “Describing implementation of a transformation plan", page 63,
- ✓ “Using business capability maps", page 66,
- ✓ “Using Gantt Charts", page 68.

DEFINING ENTERPRISE STAGES

With an enterprise plan, you can define enterprise stages that can themselves be divided into enterprise sub-stages.

Each enterprise sub-stage is positioned in the main enterprise plan according to the main enterprise events, in order to define the transformation roadmap for the enterprise plan underway.

An enterprise stage is a past, current or future stage of an enterprise plan.

Building an Enterprise stage

An enterprise stage is connected to a *business transformation stage* or to an *IT transformation stage*.

A business transformation stage is a kind of enterprise transformation stage aiming at the alignment of the enterprise operating model to its strategy and corresponding exhibited business capabilities.

An IT transformation stage is an enterprise transformation stage aimed at aligning the enterprise IT system with the functionalities expected by the operations.

The type of the transformation stage that characterizes the enterprise stage is defined during creation of the enterprise stage.

Creating an Enterprise Stage

During creation of an enterprise stage, you can reuse a transformation stage that already exists or create a new one.

To create an *enterprise stage* from the **Vision** navigation pane:

1. Select **Strategic planning > Enterprise strategic view**.
   The current enterprise plan appears. It is connected to a **Strategic view** folder.
2. Expand the folder **Strategic View**.
3. Right-click the **Enterprise stage** folder and select **New > Enterprise stage component**.
   An enterprise sub-stage creation dialog box opens.
4. Select the **Reusing an IT transformation stage or a business transformation stage** check box.

   For more details on transformation stage creation, see "Creating a Transformation Stage", page 59.
5. Select, for example, the **Connect an IT transformation stage**.
6. Click **Display scope**.
   The list of IT transformation stages appears.
7. Select the transformation stage concerned and click **OK**.
   The new enterprise stage appears in the list.

Creating a Transformation Stage

A transformation stage can only be created via the creation of an enterprise sub-stage.

> ☛ *For more details on how to create an enterprise stage or an enterprise sub-stage, see "Creating an Enterprise Stage", page 58.*

To create a *transformation stage* using the creation window of an enterprise stage component:

1. In the enterprise stage component creation window, select the **Creating an IT transformation stage or a business transformation stage** check box.
2. Select, for example, the **Connect an IT transformation stage**.
3. Specify the **Name** of the enterprise sub-stage and click **OK**.
   A IT transformation stage creation dialog box opens.
4. In the **Start event** section, select **Create a new event** to create the event that marks the start date of the plan.
5. In the **End event** section, select the **Use an existing event** check box.
6. Click the arrow to the right of the frame and select the event that interests you from the drop-down list.

   > ☛ *For more details on events, see "Managing enterprise events", page 61.*

7. Select the **Period**.
8. Click **OK**.

Enterprise stage characteristics

The characteristics of an enterprise stage, an enterprise plan and a transformation stage are identical.

The **Characteristics** property page of an enterprise stage provides access to the following information:

- **Name**,
- **Owner**, the current enterprise plan for an enterprise stage or a transformation stage,

  > ☛ *For the owner of an enterprise plan, see "Connect the enterprise to a library", page 35.*

- the **Start event** of the plan or the stage,
- the **End event** of the plan or the stage,
- the **Description** text.

Detail the enterprise sub-stages

> *An enterprise stage is a past, current or future stage of an enterprise plan.*

With **HOPEX Business Architecture**, an enterprise stage is connected to a *business transformation stage* or to an *IT transformation stage*.

An IT transformation stage is an enterprise transformation stage aimed at aligning the enterprise IT system with the functionalities expected by the operations.

A business transformation stage is a kind of enterprise transformation stage aiming at the alignment of the enterprise operating model to its strategy and corresponding exhibited business capabilities.

Describe the enterprise sub-stage

With **HOPEX Business Architecture**, an enterprise stage is associated with a transformation scenario whose sub-stages are steps.

☛ *An enterprise sub-stage is linked to a IT, or business, transformation stage that can be common to a number of transformation scenarios.*

To create an enterprise sub-stage using the creation window of an enterprise stage:

1. In the property pages of the enterprise stage, select the **Structure** page.
   The **Enterprise sub-stages** provides access to the enterprise sub-stages of the enterprise stage (or plan) described.
2. In the **Enterprise sub-stages** section, click **New**.
   An enterprise sub-stage creation dialog box opens.
3. Select, for example, the **Creating a new IT transformation stage or a business transformation stage** check box.
4. Select, for example, the **Creating an IT transformation stage or a business transformation stage** check box.
5. Specify the **Name** of the enterprise sub-stage and click **OK**.

   ☛ *For more details on transformation stage creation, see* *"Creating a Transformation Stage", page 59**.*
6. Specify the information concerning the sub-stage created.
   The enterprise sub-stage created is added to the list.

Enterprise stage properties

The properties of an enterprise stage, an enterprise plan and a transformation stage are identical.

☛ *For more details on the **Characteristics** page, see* *"Enterprise stage characteristics", page 59**.*

With **HOPEX Business Architecture** an enterprise plan is described in the same way as an enterprise stage.

- In the **Structure** page, the **Enterprise sub-stage** section is used to describe the enterprise sub-stages that define the enterprise stage described.

  ☛ *For more details, see "Describe the enterprise sub-stage", page 60.*

- In the **Structure** page, the **Mean**, **End** and **Exhibited business capability** sections are used to access the strategic components of the transformation stage.

  ☛ *For more details, see "Describing the strategic elements", page 54.*

- The **Implementation** page provides access to the components that define the enterprise stage.

  ☛ *For more details, see "Describing implementation of a transformation plan", page 63.*

- The **Usage** page provides access to the enterprise stages that use the transformation stage described.

  ☛ *For more details, see "Describe the enterprise sub-stage", page 60.*

- The **Gantt view** page provides access to the scheduling representation.

  ☛ *For more details, see "Using Gantt Charts", page 68.*

- The **Capability assessment** page provides access to the assessment facilities in an enterprise stage.

  ☛ *For more details, see "Using business capability maps", page 66.*

Managing enterprise events

An event represents a fact occurring during execution of a process, for example a new contract concluded with a supplier. An event marks the impact on process progress of a phenomenon internal or external to the process. There are different natures of events: start events, catch events, throw events and end events.

Accessing the list of events

To access the list of events from the **Vision** navigation pane:

- Click **Inventories > Enterprise events**.
  The list of events appears.

Enterprise event properties

The **Characteristics** page of the properties window of an enterprise event is used to access:

- its **Name**,
- its **Owner**, by default the current enterprise plan.
- The **Event date**,
- The **Event period**,
- the text of its **Description**.

With **HOPEX Business Architecture**, an enterprise event is described by the **Use** page in the following sections:

- **Enterprise stages started**,
- **Enterprise stages ended**,

☛ *For more details on enterprise stages, see* *"Defining enterprise stages", page 58*

Creating an enterprise event from the navigation pane

To create an *enterprise event* from the **Vision** navigation pane:

1. Click **Inventories > Enterprise events**.
   The list of events appears.
2. Click **New**.
   An enterprise event creation dialog box opens.
3. Specify the **Period** of the event,
4. Specify the **Date of the event** ,
5. Click **OK**.

DESCRIBING IMPLEMENTATION OF A TRANSFORMATION PLAN

The implementation of an enterprise plan is described by the enterprise stages that correspond to its state at a given time.

For example, the functional administrator creates the following two stages during enterprise plan creation.

- The current ('As-Is') stage that concerns existing elements;
- The target ('To-Be') stage that concerns target elements;

An enterprise stage is connected to enterprise sub-stages that describe the intermediate steps necessary to reach a transformation objective. Each enterprise sub-stage is associated with a IT, or businnes, transformation stage.

A transformation stage is defined by a number of components that represent implementation of the solution. This consists of:

- the business capability map;
- the business architecture environment;
- the solution building block environments.

> ☛ *For more details on how to access this information from the property page of a transformation stage, see "Enterprise stage properties", page 60.*

Describing Business Capabilities

The business capabilities valid for the current enterprise stage concerned are contained in a business capability map.

> 🕮 *A business capability map is a set of business capabilities with their dependencies that, together, define a framework for an enterprise stage.*

> ☛ *For more details on the list of business capabilities, see "Building the business capability map", page 36.*

To describe the business capability map for an enterprise stage:

1. In the property pages of the enterprise stage, select the **Implementation** page.
2. In the **Enterprise Stage Realization Ecosystem** section, click the right arrow of the **Business Capability Map** and select **Connect business capability map**.
   A selection window opens.
3. Select the business capability that interests you and click **Connect**.
   The business capability map is connected to the enterprise stage.

Describing the business architecture environment

The business architecture environment, which contains the elements that define the enterprise model (operational model) for the current stage.

A business architecture environment represents the relationships of a business function architecture with its partners.

☛ *For more details on the list of business capabilities, see* *"Managing a business architecture environment", page 43.*

The elements constituting the enterprise operational model are:

- the enterprise ecosystem defined by the interactions with the partners,
- the business architecture,
- the business functions.

To describe the business architecture environment for an enterprise stage:

1. In the property pages of the enterprise stage, select the **Implementation** page.
2. In the **Enterprise Stage Realization Ecosystem** section, click the right arrow of the **Operational model** field.
3. Click **Connect a business architecture environment**.
   A selection window opens.
4. Select the business environment architecture that interests you and click **Connect**.
   The business architecture environment is connected to the enterprise stage.

Describing physical solutions

The possibilities to describe physical solution depend on the product licenses that you have, for example:

- with **HOPEX System Oriented IT Architecture**, you have access to the Logical Application System Environments as well as to Application System Environments.
- with **HOPEX IT Architecture**, you have access to Resource Architecture Environments, for example.

The components of the application architecture

All application architecture components are accessible with the **HOPEX IT Architecture** and **HOPEX System Oriented IT Architecture** product licenses.

To access all the application components available to you depending on the product licenses that you have:

- From the **Application architecture** navigation pane, select **Inventories**.
  The list of application architecture building block types available appear.

The components of the technical architecture

The components of the technical architecture are accessible with the **HOPEX IT Architecture** product license.

To access all the application components available to you depending on the product licenses that you have:

- From the **Technical architecture** navigation pane, select **Inventories**.
  The list of technical architecture building block types available appear.

Connect the solution building blocks to an enterprise stage

To connect technical or application architecture building blocks to an enterprise stage:

1. In the property pages of the enterprise stage, select the **Implementation** page.
2. In the **Physical solutions** section, click **Connect**.
   A selection window opens.
3. Select the environment type concerned and click **Find**.

   A resource architecture environment presents a resource architecture use context. It describes the interactions, between the resource architecture and its external partners, which allows it to fulfill its mission and ensure the expected functionalities.

   A resource architecture is the combination of physical and organizational assets configured to supply a capability.

   An application system environment presents an application system use context. It describes the interactions between the application system and its external partners, which allows it to fulfill its mission and ensure the expected functionalities.

   A logical application system environment presents a logical application system use context. It describes the interactions between the logical application system and its external partners, which allows it to fulfill its mission and ensure the expected functionalities.
4. Select the environment that interests you and click **Connect**.
   The environment is connected to the enterprise stage as well as to all the building blocks that it comprises.

USING BUSINESS CAPABILITY MAPS

A business capability map is a set of business capabilities with their dependencies that, together, define a framework for an enterprise stage.

With **HOPEX Business Architecture**, the assessment of business capabilities deals with the following characteristics:

- the business value,
- capability effectiveness,
- capability efficiency,
- financial impact.

The assessment of business capability map is accessible using transformation stages to which the map is connected. This assessment is therefore valid in the context of the enterprise stage and at a given date.

The results of the business capability map assessment are displayed in dedicated reports which make it easier to analyze the results.

Creating an evaluation of business capability maps

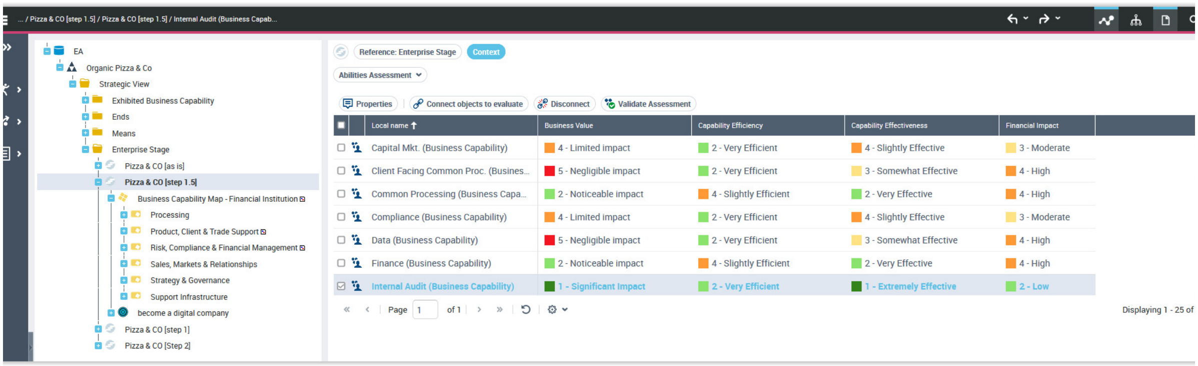
You can create new assessment with a view to assessing each business capability connected to the business capability map from a transformation stage, an enterprise stage or an enterprise plan.

To create an assessment:

1. Open the enterprise stage property page that interests you.

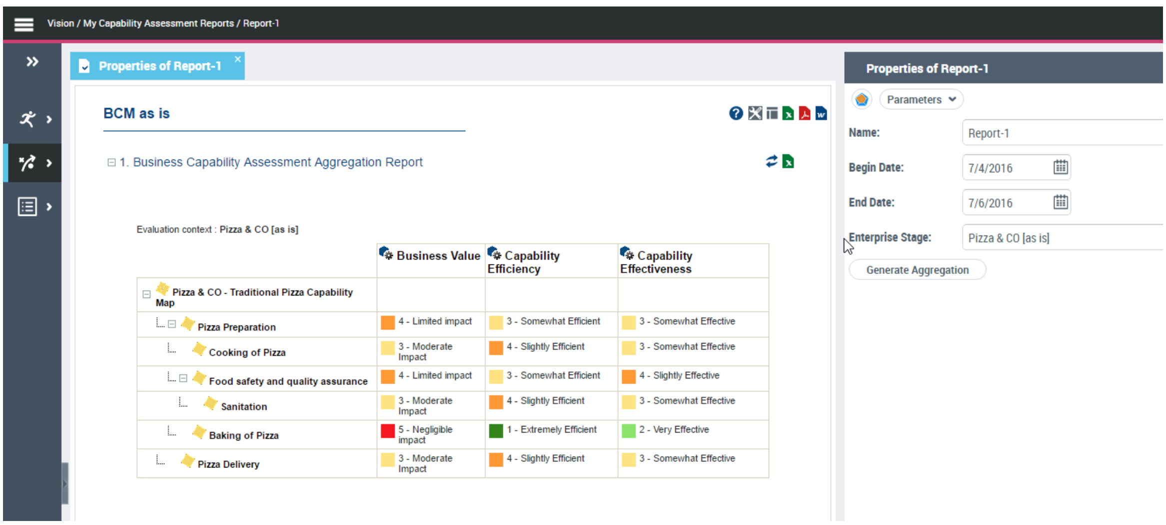
   ☛ *The enterprise stage must be linked to a business capability map. For more details, see "Describing Business Capabilities", page 63.*
2. Select the **Capabilities Assessment** page.
3. Click **Connect objects to evaluate**.
   A selection window presents the business capability map connected to the enterprise stage.
4. Select the business capability that you want to assess and click **OK**.
   The selected capabilities appear in the property page.
5. For each business capability, fill in the columns corresponding to the assessment characteristics.
   - the business value,
   - capability effectiveness,
   - capability efficiency,
   - financial impact.
6. Click the **Validate Assessment** button.
   A validation window opens.

7. Specify the assessment date and click **OK**.



Consult the capability map assessment results

A report provides access to the assessment results of the business capabilities conected to the enterprise stage.



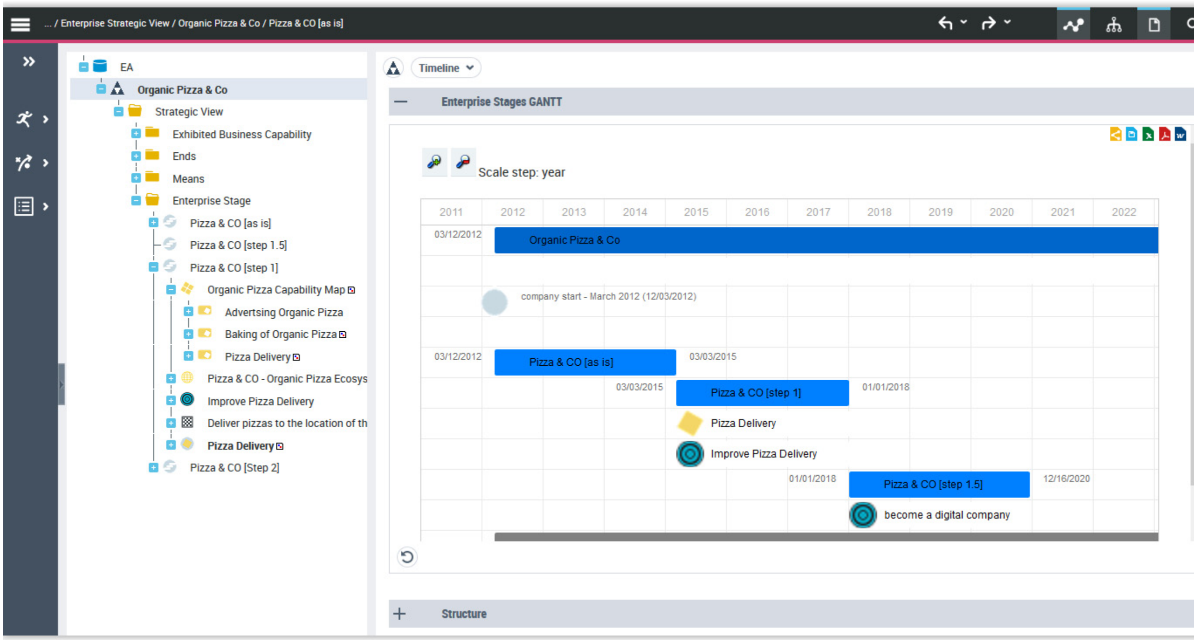
☛ See "Capability assessment report", page 92.

Using Gantt Charts

From an enterprise plan or an enterprise stage, it is possible to define enterprise sub-stages. Each enterprise sub-stage is positioned in the main enterprise plan according to the main enterprise events, in order to define the transformation roadmap for the enterprise plan underway.

☛ *For more details, see "Defining enterprise stages", page 58.*

The transformation roadmap is presented in the form of a Gantt chart.



☛ *See also "Gantt report", page 90.*

Diagram objects

The dates of the enterprise stage are represented in columns, the stage components and its sub-stage are in rows.

For each stage and sub-stage, the components represented are:

- the exhibited business capability
- the transformation objectives.

☛ *For more details, see "Describing the strategic elements", page 54..*

Zoom functions

The zoom functions at the top of the chart are used to customize the graphic display.

 Zoom in on calendar

 Zoom out

HOPEX Business Architecture Reports

HOPEX Business Architecture provides facilities for analyzing and tracking the changes implemented in the business function of your enterprise. **HOPEX** Suite uses reports to group sets of repository objects and study their interactions.

☛ *For more details on operation of reports, see the HOPEX Common Features guide, "Generating Reports".*

Report templates proposed as standard by **HOPEX Business Architecture** offer various analysis presentation possibilities.

The following points are covered here:

The administration report

A single report is directly addressed to the Business Architecture functional administrator.

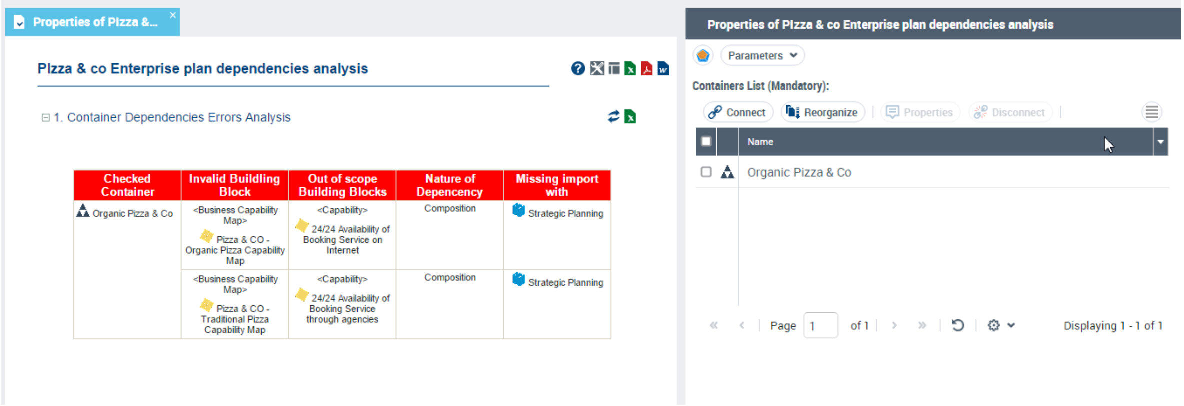
Analysis report of container dependencies

The functional administrator uses this report to check the consistency of the contents of a library or an enterprise plan.

This report is used by the functional administrator to check the consistency of the use of architecture building blocks within the framework of a container (for example an enterprise plan):

- dependencies declared for the containers (for example, a library) imported by the container examined (for example an enterprise plan),
- owner libraries of architecture building blocks.

☛ *For more details, see "Import other objects in a library", page 34.*



☛ *Example of dependency analysis report.*

The report presents the following results:

- the first column, **containers checked**, specifies the container tested (entered as a parameter in the report) with an invalid building block,
- The second column, **non-valid building blocks**, specifies which container building block specifies which building block in the container examined presents a non-valid reference, and is therefore not valid,
- the third column, **block out of context**, specifies which object referenced by the building block in the preceding column is not in the declared scope of the enterprise plan (that is, the building block is owned

neither by the plan itself, nor by one of the imported libraries, nor imported unitarily at the enterprise plan level),

- the fourth column, ***type of dependence***, specifies the dependence of the use between the non-valid building block identified in the second column and the out-of-context building block in the third column (for example: direct, by composition),
- the last column, ***import missing***, specifies the owner of the out-of-context building block that must for example be added to the containers imported from the checked container.

Report parameters

Parameter	Parameter type	Constraints
Checked contain-ers	Library Enterprise plan Building blocks container	At least one mandatory container.

Architecture Description Reports

This section presents the list of architecture description reports.

Breakdown map of business capabilities

You can use this breakdown report to display the realization coverage of business capability elements by operational elements such as business functions and according to different approaches: Organizational, Business/Data, Logical/Physical Application, etc.

☛ *For more details on how to associate a business capability with operational elements, see "Creating a business capability realization", page 63.*

Report example

The example below enables viewing of the coverage rate of the capability specified as parameters.

☛ *Example of business architecture breakdown report.*

Report parameters

This consists of defining report input data.

Parameters	Parameter type	Constraints
Root object:	Capability map, Capability	One object mandatory.
Depth level	Short	Defines the breakdown level of the business capability map or the capability entered as a parameter.
Number of columns	Short	Defines the number of columns displayed by breakdown level (for eg. 2 or 3)
Color palette	HOPEX palette	Mandatory. The palette delivered by default is "BoxInBox Report Monochrome Grey"
EA Level	Multiple choice: - business function level, - organizational level, - application level, - technical level.	Define which objects of which type of architecture level are displayed for capability realizations; *For example, activation of the "applications level" displays the business capability realizations for the Application System Environment, the Application Systems or the Applications*
EA dimension	Multiple choice: - capability models, - agent models, - process model, - information models, - performance models, - results models	Define which types of objects are examined within the framework of the breakdown analysis *For example, activation of "capability models" will display the business skills or functionalities required by the capabilities that are broken down*

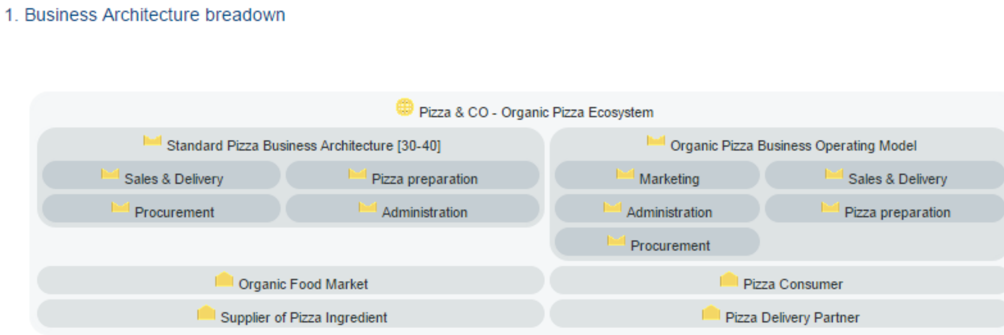
Business Architecture Breakdown Reports

Based on the same principle as the breakdown report for business capabilities, this report presents the breakdown of a business function architecture environment with respect to its components.

☛ *For more details on how to describe a business architecture, see* *"Describing a business architecture environment", page 43.*

Report example

The example below shows the breakdown of the business architecture for making pizzas.



☛ *Example of breakdown report of business architectures*

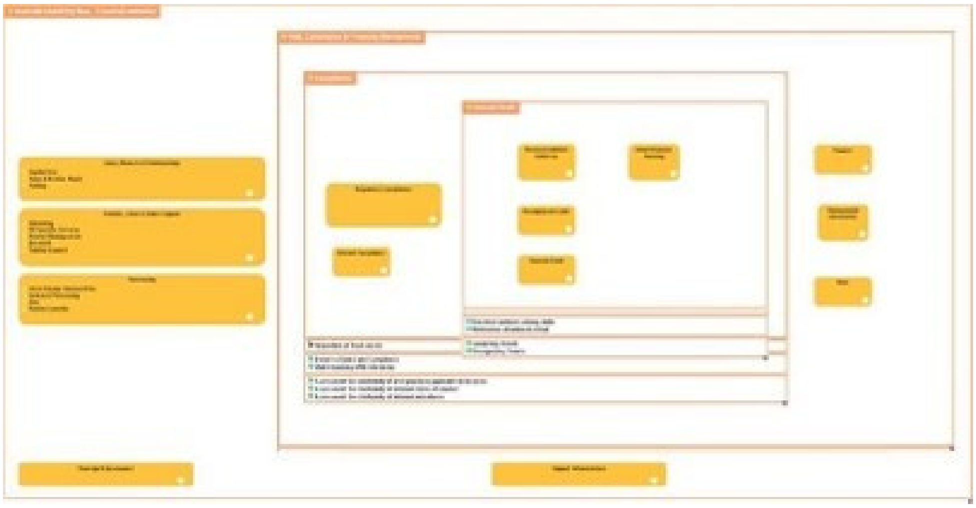
Report parameters

This consists of defining report input data.

Parameters	Parameter type	Constraints
Root object:	Business architecture map, business function	One object mandatory.
Depth level	Short	Defines the breakdown level of the business capability map or the capability entered as a parameter.
Number of columns	Short	Defines the number of columns displayed by breakdown level (for eg. 2 or 3)
Color palette	HOPEX palette	Mandatory. The palette delivered by default is "BoxInBox Report Monochrome Grey"

Deployed diagram report

This report presents a summary of a diagram hierarchy by including, in the diagram of a root object, a selection of diagrams describing the objects that appear in the upper level diagrams.



Report of exploded diagrams in a business capability map

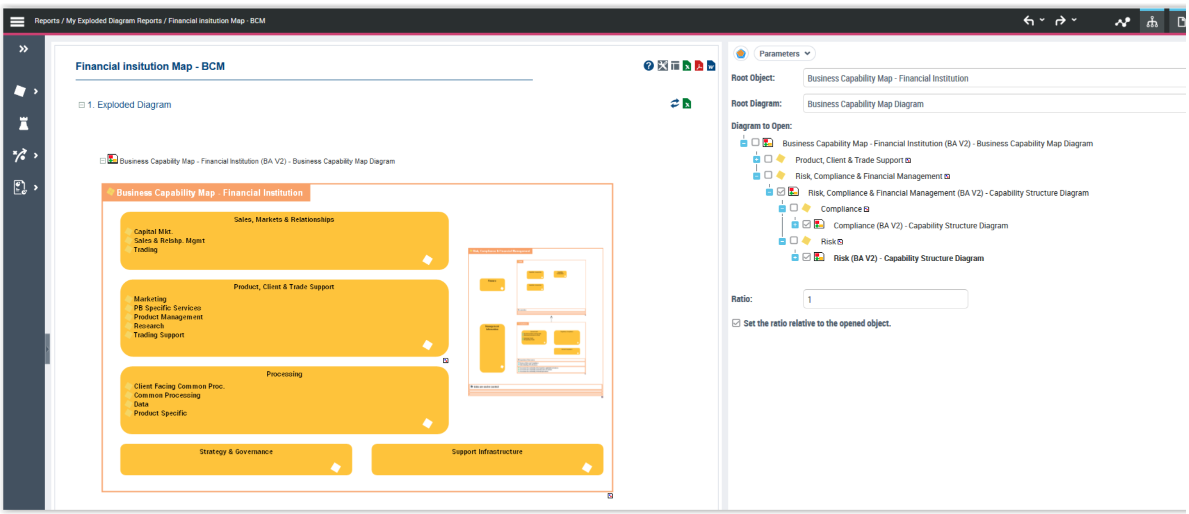
Report parameters

The input data of this report is specified by:

- the selection of a root object diagram (see the table below),
- the selection of diagrams included to be presented (see table and figure).

Parameters	Parameter type	Constraints
Root object:	All Metaclasses are offered	One object mandatory.
Root diagram	Diagram	Diagram associated with a root object
Diagrams to be included	Diagram(s)	Diagram(s) describing a tree object of **diagram > object in diagram > description > object in diagram > ...** type which is offered from the root diagram
Ratio	Numbers 0 and 1	Defines the zoom factor applied to the diagram (by default equal to 1)

Parameters	Parameter type	Constraints
The ratio is relative to the open object	Check Box	Defines if the preceding Ratio is applied: -with respect to the size of the diagram to be included (by default, not selected) - with respect to the size of the object in the original **parent diagram**
Adding frames to open objects	Check Box	Inactive by default Adding a frame around a diagram included in the **parent diagram**
Trace the links	Check Box	Inactive by default Used to recalculate the incoming and outgoing links replaced by their diagram so they reach the source or target object in the diagram included



Report DataSets of Architecture description

☛ *A DataSet report provides data structures used to generate reports via the Instant report functionalities.*

In addition to the report templates, dataset reports are also provided:

- "Capabilitiy Dependencies Matrix", page 79.
- "Matrix Business Capability x Process", page 80 :
- "Business Capabilities x Required Functionalities Matrix", page 80.
- "Business Functions x Required Functionalities Matrix", page 81.

Capabilitiy Dependencies Matrix

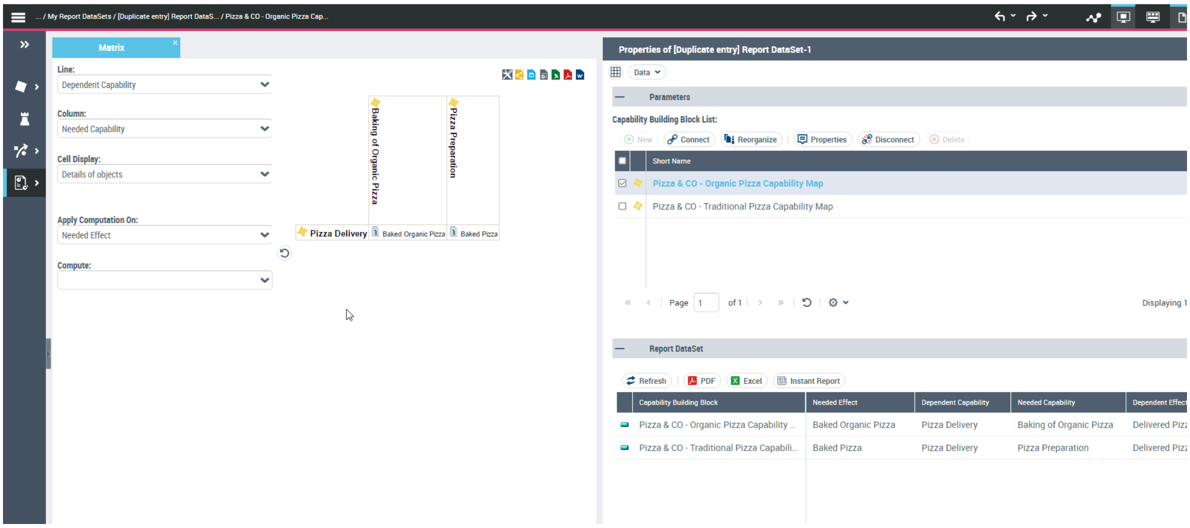
Within a business capability map or a parent capability: the capability components are dependencies.

For a dependency, the effects of dependent capabilities can be mentioned.

Parameter	Parameter type	Constraints
Root object:	Business capability map/ Capability	Object list.

The data structure scans the following links: **Business Capability Component > Capability Dependency > Effect expected/ required > Capability component required**.

It is used for example to create a **Business confidentiality matrix/ Business capability** that specifies the expected effects.

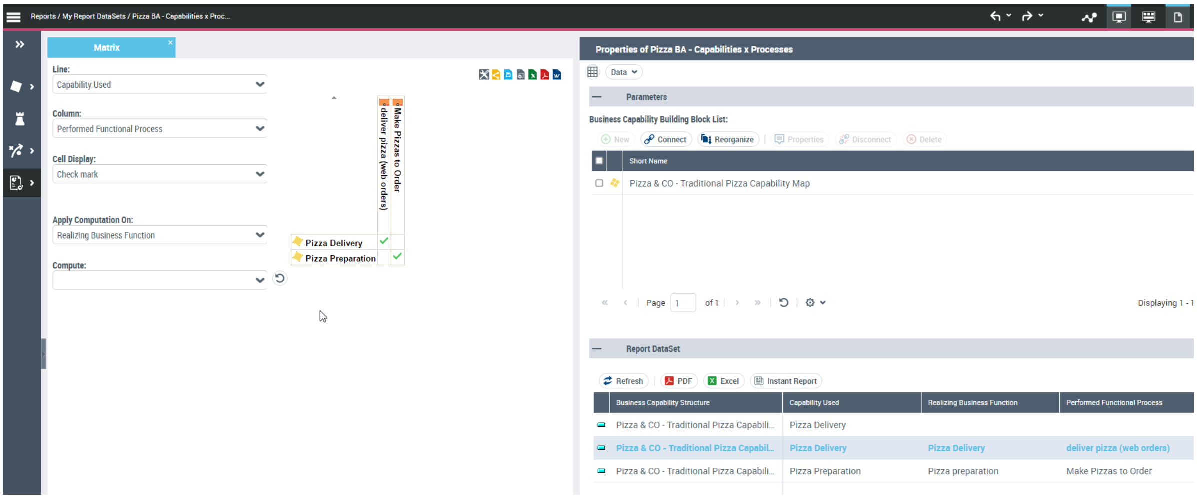


Matrix Business Capability x Process

A business capability (or a business capability map), can be implemented by a business function (or a business architecture) that executes one or more functional processes.

Parameter	Parameter type	Constraints
Root object:	Business capability map/ Capability	Object list.

The data structure scans the following links: **Business Capability > Capability Realization > Business Function > Process Execution > Functional Process**.
This data structure is used for example to create a **Business capability matrix x Functional Process**.



Business Capabilities x Required Functionalities Matrix

Business capabilities can require functionalities

Parameter	Parameter type	Constraints
Root object:	Business capability map/ Capability	Object list.

The data structure scans the following links: **Business capability > Functionalities required**.

This data structure is used for example to create a **Business Capabilities x Required Functionalities Matrix**.

Business Functions x Required Functionalities Matrix

Business functions can require functionalities.

Parameter	Parameter type	Constraints
Root object:	Business function/Business function architecture	Object list.

The data structure scans the following links: **Business function > Required functionalities**.

This data structure is used for example to create a **Business Functions x Required Functionalities Matrix**.

STRATEGIC REPORTS

This paragraph presents the list of strategic reports.

- "SWOT analysis", page 82.
- "Business Architecture Breakdown Reports", page 75

SWOT analysis

With **HOPEX Business Architecture**, the assessment of drivers is of **SWOT** type: Strengths, Weaknesses, Opportunities, Threats.

The assessment is carried out within the context of a given **strategy evaluation** and at a given date.

☛ *For more details on establishing this report, see "Using strategic evaluation", page 52.*

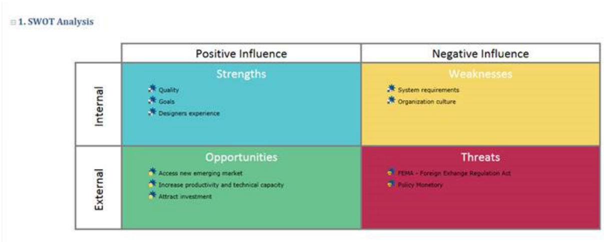
The driver assessment results are presented in this report.

The top line of the quadrant presents the distribution of the internal drivers.

- the **Positive influence** section draws up the list of internal drivers assessed as **Strengths**.
- the **Negative influence** section draws up the list of internal drivers assessed as **Weaknesses**.

The lower line of the quadrant presents the distribution of external drivers.

- the **Positive influence** section draws up the list of internal drivers assessed as **Opportunities**.
- the **Negative influence** section draws up the list of internal drivers assessed as **Threats**.



Report parameters

Parameter	Parameter type	Constraints
Begin Date	Date	Mandatory. Note: for a report embedded in the "Strategy Assessment" object page, the start date of the assessment is taken into account
End date	Date	Mandatory. Note: for a report embedded in the "Strategy Assessment" object page, the end date of the assessment is taken into account
Assessment strategy	Strategy assessment	Mandatory. Note: for a report embedded in the "Strategy Assessment" object page, the current object is taken into account

☛ *If several successive driver assessments were performed on a single assessment in the strategy, the last assessment dated for the time period defined as a parameter will be taken into account.*

Reports DataSets of strategy

☛ *A DataSet report provides data structures used to generate reports via the Instant report functionalities.*

In addition to the report templates, dataset reports are also provided:

- "Driver x Stakeholder Matrix", page 83.
- "Driver x Transformation Objective Matrix", page 84.

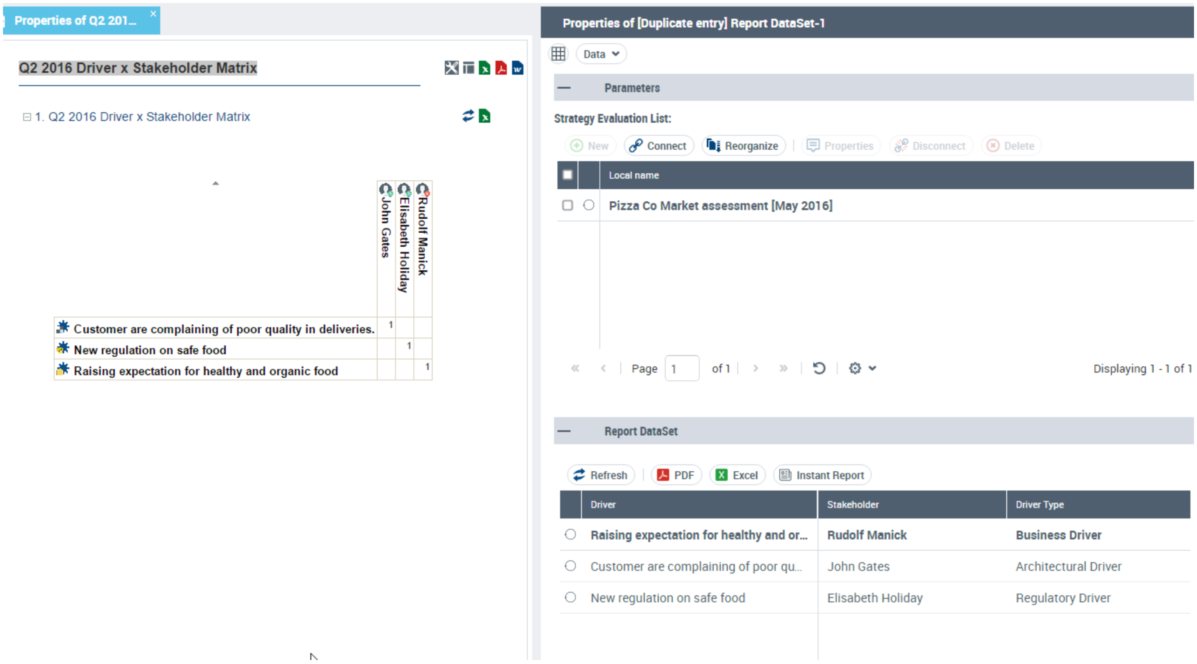
Driver x Stakeholder Matrix

The stakeholders - persons or governance bodies (EA Organization) – can be assigned to drivers via a role : owner or concerned stakeholder.

Parameter	Parameter type	Constraints
Root object:	Strategy assessment	Object list.

The data structure scans the following links: **Strategy assignment > assessed driver > driver > assignment > assignable entity**.

This data structure is used for example to create a **Matrix Drivers x Stakeholders**.



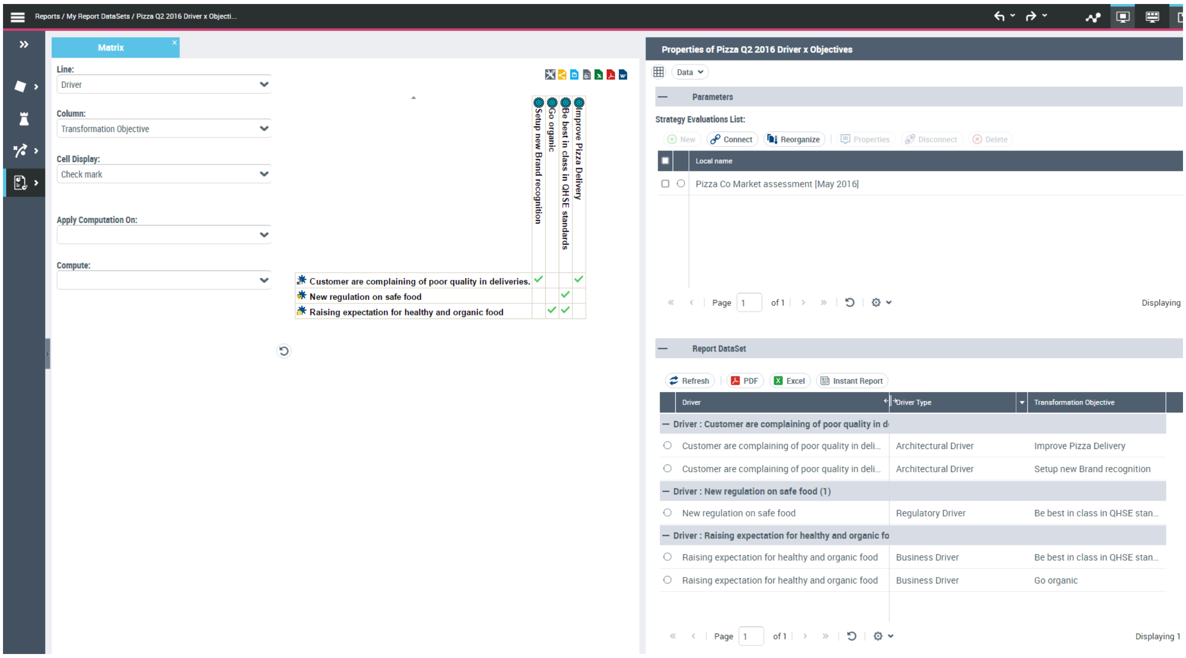
Driver x Transformation Objective Matrix

A transformation objective can be directly linked to the driver for which it is the origin.

Parameter	Parameter type	Constraints
Root object:	Strategy assessment	Object list.

The data structure scans the following links: **Strategy assessment > assessed driver > driver > assignment > transformation objective**.

This data structure is used for example to create a **Matrix Drivers x Transformation object**.



THE PLANNING REPORTS

This paragraph presents the list of planning reports.

- "Gantt report", page 86.
- "Enterprise roadmap report", page 87.
- "Capability assessment report", page 88.
- "Reports DataSets of roadmap", page 89.

Gantt report

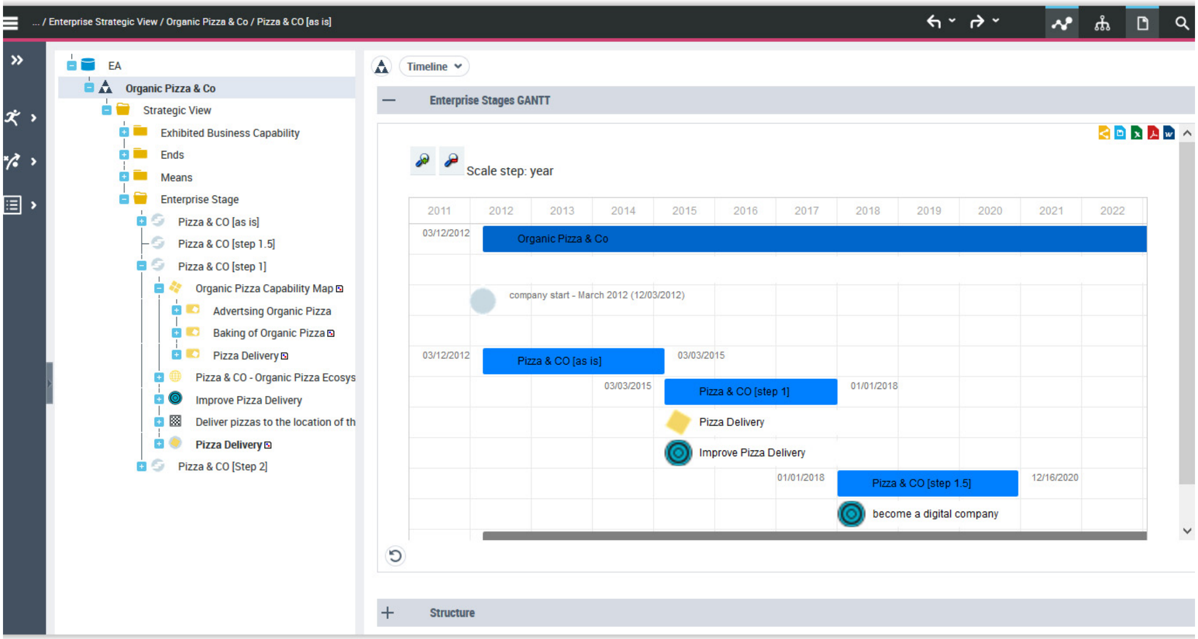
This report, which is embedded in the page of an Enterprise Plan object or Entreprise transformation stage is used to display:

- The breakdown of the enterprise plan of the current stage into sub-stages (on a single level of breakdown);
- the transformation objectives and the exhibited capabilities for each sub-stage.

☛ *This report is read only; modification of the contents of the transformation stage or enterprise plan is possible in the tree list available in the embedded report.*

☛ *For more details on how to describe a roadmap, see "Defining enterprise stages", page 58.*

Report example



Report parameters

Parameters	**Parameter type**	**Constraints**
Enterprise stage	Enterprise stage or plan	One object mandatory.

Enterprise roadmap report

This report presents the breakdown of the steps of an enterprise transformation plan;

☛ *For more details on how to describe a roadmap, see* *"Defining enterprise stages", page 58.*

Report example

The example below is used to display the roadmap of the transformation plan for pizza making.

☛ *Example of a roadmap*

Report parameters

This consists of defining report input data.

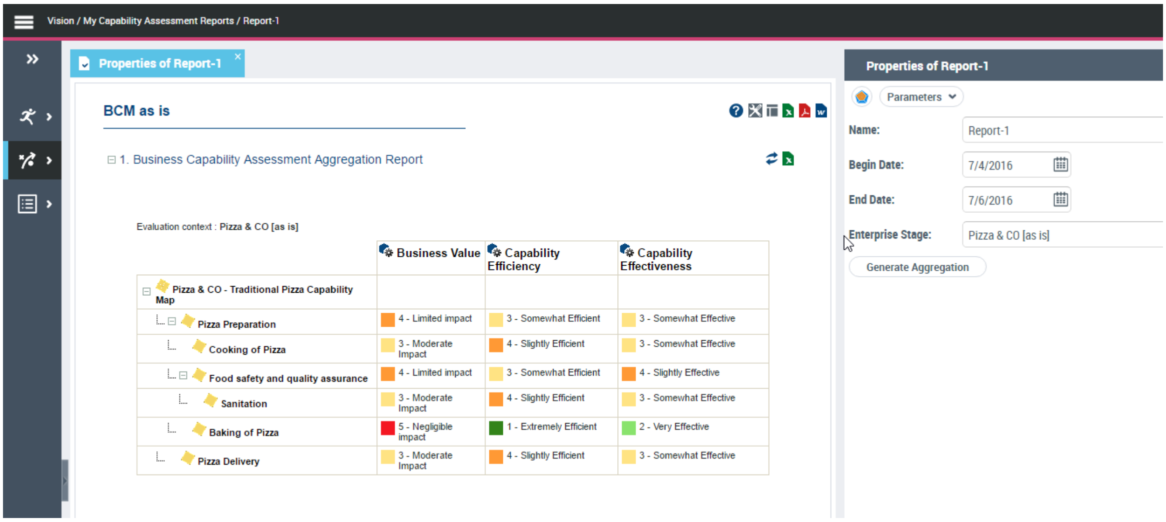
Parameters	Parameter type	Constraints
Enterprise stage	Enterprise stage or plan	One object mandatory.

Capability assessment report

This report presents the consolidated results of assessments performed on a business capability connected to a capability map between two dates entered as a parameter.

☛ *For more details, see "Using business capability maps", page 66.*

Report example



☛ *Example of a business capability assessment report.*

Report parameters

This consists of defining report input data.

Parameters	Parameter type	Constraints
Begin Date	Date	Mandatory.
End date	Date	Mandatory.
Enterprise stage	Business capability	Mandatory.

☛ *Recalculation of the aggregation of capability assessments is required prior to generation of the report; it is triggered by the **Generate aggregate** button.*

Reports DataSets of roadmap

☛ *A DataSet report provides data structures used to generate reports via the Instant report functionalities.*

In addition to the report templates, dataset reports are also provided:

- "Enterprise Stage x Capability Matrix", page 90.
- "Action means", page 91.

Enterprise Stage x Capability Matrix

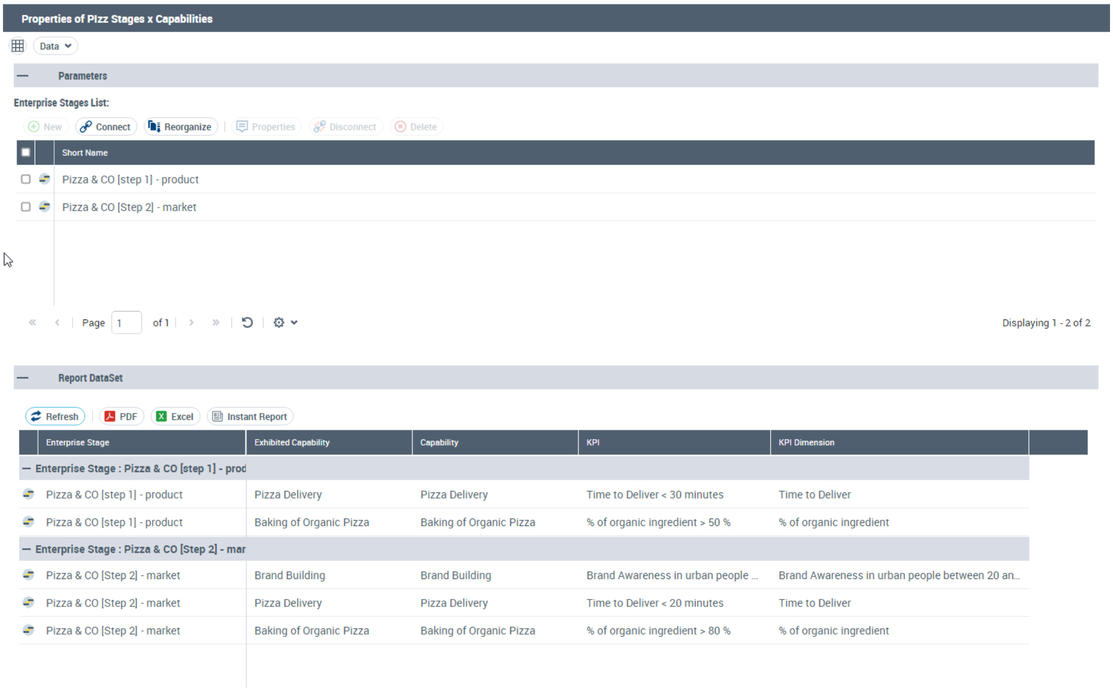
The business capabilities are connected to the enterprise stages via exhibited capabilities.

Parameters	Parameter type	Constraints
Enterprise stage	Enterprise stage or plan	One object mandatory.

The data structure scans the following links:

- **Enterprise stage > Exhibited capability**
- **Enterprise stage > KPI**
- **Enterprise stage > Business function capability > KPI dimension**

This data structure is used for example to create an **Enterprise stage matrix x Business Capability** by specifying the KPI with the exhibited capability in the cells.



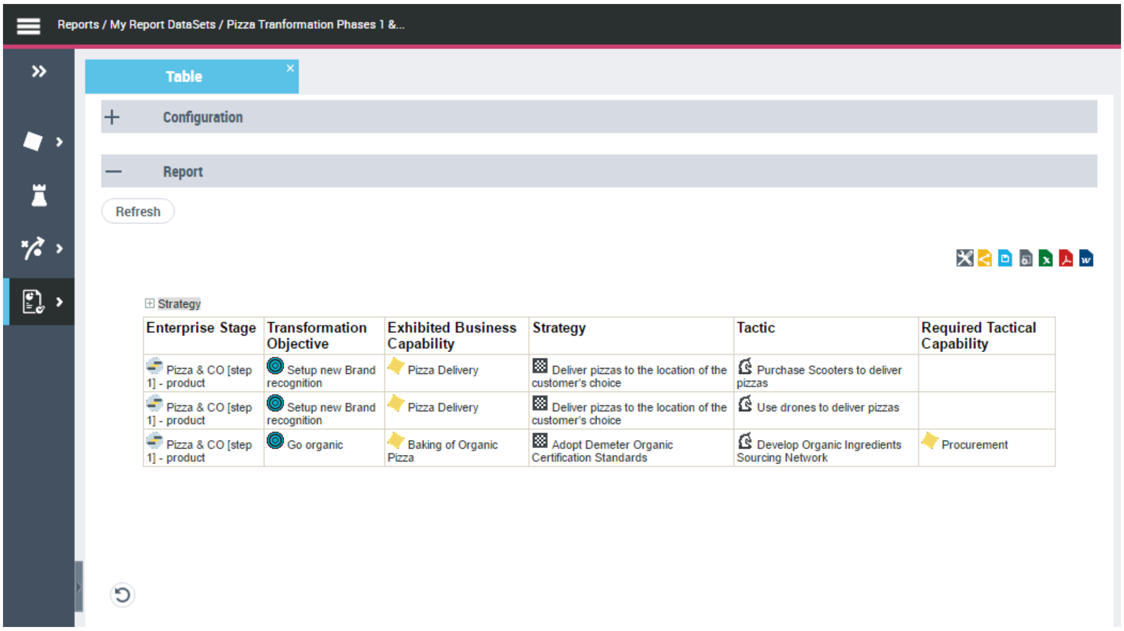
	Baking of Organic Pizza	Pizza Delivery	Brand Building
Pizza & CO [Step 2] - market	% of organic ingredient > 80 %	Time to Deliver < 20 minutes	Brand Awareness in urban people between 20 and 35 > 60 % who know the brand
Pizza & CO [step 1] - product	% of organic ingredient > 50 %	Time to Deliver < 30 minutes	

Action means

This data structure is used to consult the content of a plan or an enterprise stage and the course of action (strategies and tactics).

Parameters	**Parameter type**	**Constraints**
Enterprise stage	Enterprise stage or plan	One object mandatory.

The data structure scans the following links: **Enterprise stage > Transformation objective > Strategy > Tactic > Business capability required > Business capability**



Enterprise Stage	Transformation Objective	Exhibited Business Capability	Strategy	Tactic	Required Tactical Capability
Pizza & CO [step 1] - product	Setup new Brand recognition	Pizza Delivery	Deliver pizzas to the location of the customer's choice	Purchase Scooters to deliver pizzas	
Pizza & CO [step 1] - product	Setup new Brand recognition	Pizza Delivery	Deliver pizzas to the location of the customer's choice	Use drones to deliver pizzas	
Pizza & CO [step 1] - product	Go organic	Baking of Organic Pizza	Adopt Demeter Organic Certification Standards	Develop Organic Ingredients Sourcing Network	Procurement