Assignment 4 – Business architecture

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| What are the strategic competencies that your organisation needs to have in place? Create a capability map of your organisation. Document it by using ArchiMate. Briefly explain each of the capabilities and highlight those affected by your transformation initiative/envisioned project. Chose an adequate ArchiMate viewpoint to discuss and communicate the target business architecture of your planned solution. Use ArchiMate concepts such as business service, business process and business actor for mapping the architecture. Make sure all the views you model are consistent. Business architecture artefacts need to be related to capabilities and they, in turn, need to be related to the viewpoints you created in your previous assignments. Before you begin with the modelling task, define and discuss the suitable viewpoints for the task at hand.  Hint: Check TOGAF (Phase B Business Architecture, <https://pubs.opengroup.org/architecture/togaf91-doc/arch/chap08.html>) to better understand the requirements in this phase of your EA challenge. |

Strategic capability refers to a business' ability to harness all its skills, capabilities and resources in order to gain a competitive advantage and thus survive and increase its value over time. While considering the strategies the business uses, the strategic capability focuses on the organization's assets, resources and market position, projecting to which extent it will be able to employ strategies in the future.

Figure 1 depicts the viewpoint that is used to describe the strategic capabilities of the ski resort. The concept of grouping is used to arrange the capabilities according to the categories such as customer-facing, shared capabilities etc.

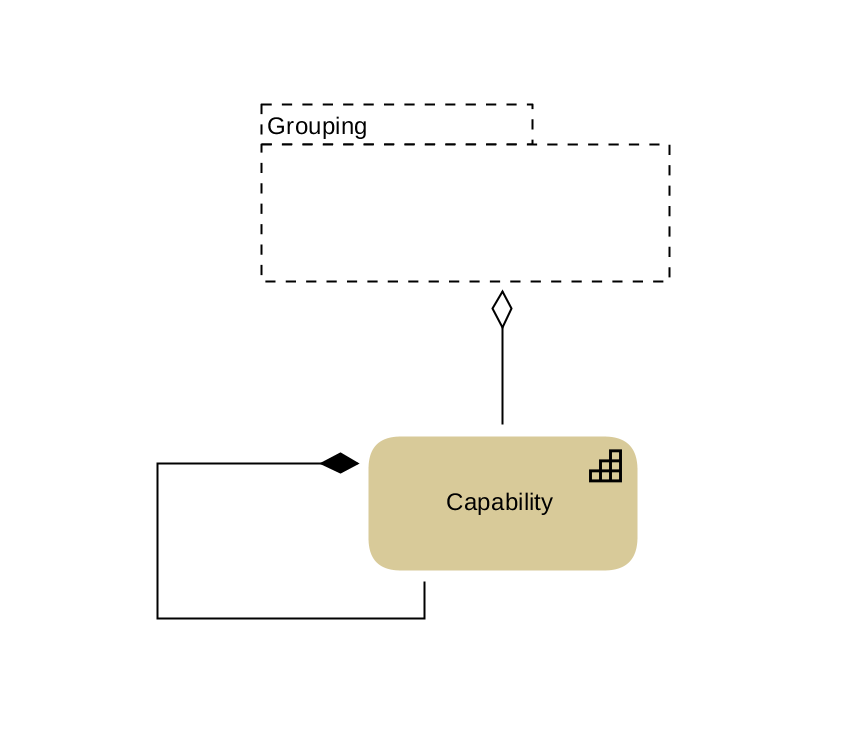


Figure 1 – Viewpoint Capability

The capability map in Figure 2 gives an overview of all the capabilities the ski resort needs to have in place. Some of them are affected by the new service “tracking app” that the ski resort is going to implement.

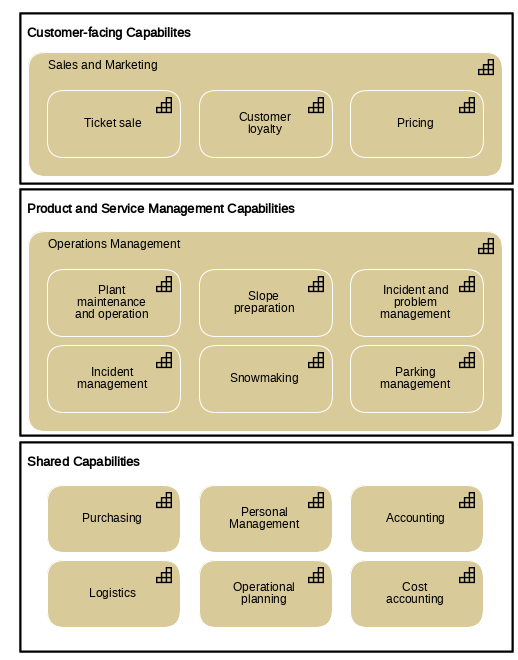


Figure 2 - Capability map

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| **CAPABILITIES** | **DESCRIPTION** |
| Ticket sale | Ability to sell tickets for the ski resort. |
| Customer loyalty | Ability to raise the guest willingness to return for holidays again and again. |
| Pricing | Ability to determine price categories for different services offered by the resort. |
| Plant maintenance and operation | Ability to clear pathways to certain venues, parking areas, hotels as well as clean the streets from the snow. |
| Slope preparation | Ability to keep the slopes in good condition. |
| Incidents and problem management | Ability to quickly respond to possible incidents and problems. |
| Incident management | Ability to respond quickly in case of various incidents and to ensure smooth business operations with minimal or no downtime. |
| Snowmaking | Ability to produce artificial snow. |
| Parking management | Ability to provide and manage parking places. |
| Procurement | Ability to acquire required materials, services and equipment at the best conditions regarding price and quality. |
| Human resources management | Ability to recruit employees, manage them and direct them. |
| Accounting | Ability to provide accounting and bookkeeping services to businesses including accounts receivable, accounts payable, payrolls, financial reporting, and maintaining financial controls. |
| Logistics | Ability to deal with the flow of goods between the point of origin and the point of consumption in order to meet the customers’ or corporations’ requirements. |
| Operational planning | Ability to plan, organize and supervise in the context of providing the ski resort services. |

Table 1 - Descriptions of capabilities

The discussion in the previous assignments makes it clear that the ski resort needs to strengthen its CRM and its customer loyalty capability. To this end, ski resorts plans to implement the product “Tracking App” with the aim of strengthening customer retention by offering family friendly services.

From the perspective of the business architecture, the viewpoint depicted in Figure 3 is used to describe the product and its structure in detail.

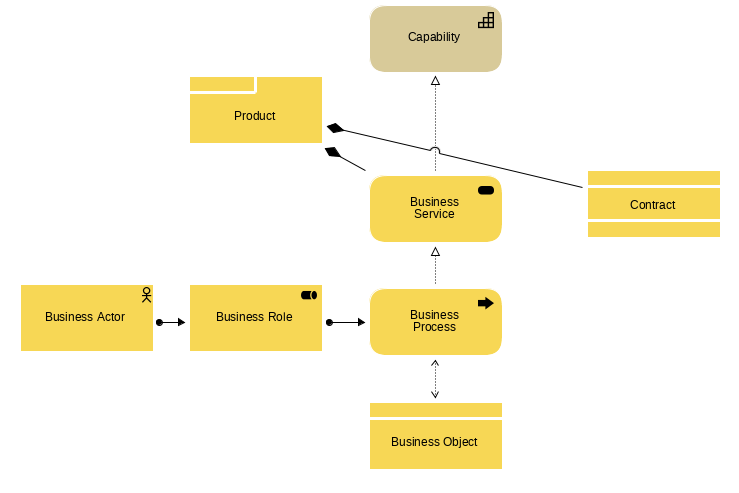


Figure 3 – Viewpoint for depicting the business architecture of the tracking app service

The tracking app is considered to support the capabilities “CRM” and “customer loyalty”. To this end it provides business services such as tracking people in the ski resort, agreeing on meeting points in the ski resort, sharing positions with rescue service teams in case of accidents etc. Legal aspects are covered via the “contract” element. In case of the tracking app, a valid ski pass and the general terms of conditions are drafted and displayed on the guests’ mobile app.

In order to make use of the tracking app, guests need to:

* install the app
* buy a ski pass
* register themselves incl. their current ski pass
* invite their group members to their group and
* activate the tracking service.

Guests are represented as Business actors and can be either a “Tracker” or the “Tracked person”, depending on the business role.

Business objects represent the data required for running the service: ski pass, maps of the ski resort, position information, the group of skiers, and their names.

While registering, the app also collects information such as date of birth, sex and email address of users, mainly for marketing purposes.

Figure 4 shows a concrete view of the required business architecture.



Figure 4 – View of the business architecture