



8. Strategic Alignment, Activity and Workflow Modeling, and Business Rules

ABID SULTAN

Enterprise Architecture Incremental Build Context

Baseball Model	1. What	2. How	3. Where	4. Who	5. When	6. Why
1. Scope (Commissioner of Baseball)	Equipment rules	Rules of baseball	Stadiums & TV, Leagues & divisions	Revenue sharing, Salary cap, Olympic teams	Chronology	Entertainment, Intellectual stimulation
2. Business Model (Team Owner)	NCAA bat rules	Define the strike zone	Shared use of stadiums	Alex Rodriguez' contract	Season schedules	Money, Power, Pride, Free bats
3. System Model (General Manager)	Batting practice facilities	Pitch tracker, Stadium instant replay	Placement of home plate	Fantasy baseball, Player contracts, 25-man roster	Pitching rotations	Wants a winning season
4. Technology Model (Team Manager)	Ideal bat weight & weight distribution	Teamwork & signals for hit & run, bunt	Mental rehearsal & understandings	Weekly statistics, Box scores, Sweet spot	Pitch count	Intentional walks, The blame game
5. Detailed Representation (Scientist, Engineer, Coach)	A swing, CoP, Mol, CoR	Rising fastball, Eye movement strategies, Speed & spin	Predict where & when, Fielders run curved paths	Players' physiological state, The count	Mental models, Work fast & change speeds	CFFF, Expect fastball with 3-0 count
6. Real system (Baseball Player)	Baseball Bat	One pitch & responses	Baseball Field	Major league baseball players	Pitch interval	Motivation for decisions

Define Strategic Alignment Matrices

- ▶ Relationship Between Business Plans, Data, and Activities
 - ✓ Policy statements
 - ✓ Goals and objectives
 - ✓ Strategies and tactics
- ▶ Activity Modeling Concepts
 - Differences Between Functions, Activities, and Processes

Activity-Based Costing

- ▶ Build an activity model of relevant activities.
- ▶ Establish cost and performance measures.
- ▶ Identify and eliminate no value-added activities.
- ▶ Simplify, integrate and streamline value-added activities.
- ▶ Emphasize reuse of assets

Steps of Activity-Based Costing

- ▶ ABC Step 1: Analyze activities.
- ▶ ABC Step 2: Analyze costs.
- ▶ ABC Step 3: Establish measures.
- ▶ ABC Step 4: Calculate activity costs.
- ▶ ABC Step 5: Analyze activity costs.

Forming Activity Alternatives

- ▶ A different input
- ▶ A different control
- ▶ A different by-product
- ▶ A different mechanism
- ▶ A different set of activities

Business Rules for Workflow Modeling

	WHAT Data	HOW Process	WHERE Location	WHO Work	WHEN Timing	WHY Motivation
Scope Sponsor	Core Business Concepts	Major Business Transformations	Business Locations	Principal Actors	Business Events	Mission & Goals
Business Model Owner	Fact Model	Tasks	Business Connectivity Map	Workflow Models	Business Milestones	Policy Charter
System Model Design Architect	Data Model	Behavior Allocation	Platform & Communications Map	BRScripts	State Transition Diagrams	Rule Book
Technology Model Technical Designer	Relational Database Design	Program Specifications	Technical Platform & Communications Design	Procedure & Interface Specifications	Work Queue & Scheduling Designs	Rule Specifications
Detail Representation Specialist	Database Schema	Source Code	Network	Procedures & Interfaces	Work Queues & Schedules	Rule Base
Functioning Bus. Capacity Worker	Operational Database	Operational Object Code	Operational Network	Operational Procedures & Interfaces	Operational Work Queues & Schedules	Operational Rules

Copyright, 2001, Business Rule Solution, LLC.