**MODERN ERA IN BUSINESS ARCHITECTURE**

**DESIGN**

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**ABSTRACT**

*Nowadays there is a variety of views on future business architecture. On the one hand, it's getting more and more influenced by IT: information flows are growing rapidly and walls between the departments or even sub-companies are being erased. On the other hand, business architecture incumbents are not often ready for quick e-transformations due to their silos: inner friction, employees and "as-is" processes.*

*This article represents courageous attempt to business architecture development burning issues made by the authors. The proposal to increase agility suggested in this research is creating real-time business architecture: validate processes using practical cases and simultaneously publish the best examples in the cloud where they could be easily achieved on demand.*

**INTRODUCTION**

**The "architecture" concept plays fundamental role in organization development. Conjointly, the four architectures form Enterprise Architecture: technology architecture (1), business concepts (2), organizational architecture (3) and information architecture (4). Each concept encapsulates domains with sub-architecture's layers, where the importance of coherence and consistency plays the leading role. The current research is aimed on increasing the ability to change the business architecture layers according to environmental changes on demand.**

**Although the term "Business Architecture" is used in numerous publications, even in standards, it is still not defined unambiguously since there are few case studies of Enterprise Architecture available (Versteeg and Bouwman, 2006). The concept is used in information management theories within modeling approaches (IEEE 1471, ISO 15704) as well as in classification frameworks (Zachman, 1987, TOGAF ADM) or used in practice by consultancy organizations (IBM, Ernst and Young) to manage correspondence between the strategic-level enterprise targets to IT solutions. That is why in the most general classification Enterprise Architecture is linked to the area of informatics.**

**First of all, the basic definitions should be clarified. Majority of notions used in current research will be derived from (Hoogervorst, 2002).**

**Business architecture can be defined as "a logically consistent set of principles and standards that guides how a particular field of (commercial) endeavour will be exploited and explored".**

**Organizational architecture can be defined as "a logically consistent set of principles and standards that guides how the purposeful activities within a particular field of (commercial) endeavour are actually organized".**

**Information Architecture is "a logically consistent set of principles and standards that guide how information is to be managed".**

**Apart of Hoogervorst we consider Business Architecture as a process of expert and associative creativity (creative work), which implements logic and structure of system information relationship in order to reach value added result by shortest way (Gromoff, 1999). Due to this definition we postpone dynamic**

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dependence of all system taking into consideration agility of structure as a result of instant expertise in empowering the processes and searching optimization of processes and structure by minimizing way to result. Critics could ask about necessity of standards implementation and following "the best practice or applied regulation". Indeed, no business can exist in a field of legal ignorance and all required regulators as from financial, government, legal or social institutions should be mentioned and accepted as a framework, but the rest is a true responsibility of creativity produced by the acting subjects of particular business and their ability to reflectivity or depth in understanding their real value in reaching goal.

Layering strategy is used in Enterprise Architecture to separate the essential complexity of business from the accidental complexity of the enabling technology.

Architectural layering begins by separating business model from system model, providing business requirements to guide system design. Then after, it separates enabling technology logical design from actual technology physical design selected or built to support the business. Business architects use "business requirements" and "design specifications" concepts to maintain traceability from conceptual to logical layer (business requirements) as well as from logical to physical layer (design specifications). "Business requirements" identify management needs for a technology solution in order to support business operation. "Design specifications" are detailed descriptions of a technology solution design that can meet the business requirements.

The significant steps in order to draw up and adopt the business architecture creation are presented on Figure 1 (Versteeg and Bouwman, 2006). Talking about decomposition depth and architecture layering, three business architecture design levels should be mentioned: (1) conceptual (business), (2) logical and (3) physical. It is easy to witness that while passing from level to level we are facing gaps in both: conceptual understanding of business goals achievement logic and in means of applications description and implementation. Business Architects create blueprints (a.k.a business concepts) that represent the business executives and managers viewpoint. Respectively, this provides the basis for more detailed designs and other organizational planning. Information, Application, Security & Privacy, Policy & Rules and Technology Architectures each contribute to the design of required IT solutions associated with organizational change.

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| **Design Model Function Level Layer** | | |
| Conceptual Design | Business Concept | • Represents shared stakeholder understanding of business. • Independent of enabling technology. |
| Logical Design | Systems Design | • Represents design of platform independent system capability.  • Done in **a** formal **manna** that can be tested and validated. • Logical designs obey laws of logic. |
| Physical Design | Systems Solutions | • Represents design of platform dependent system capability,  • Uses known physical capabilities that implement logical design.  • Physical designs obey laws of physics. |

Fig.l. Three levels of architecture design

Throughout the design process, architects help conveying possible innovation opportunities arising from the world of technology and how these opportunities contribute to business objectives. The primary sketch of Enterprise Architecture is developed on the basis of the top-level strategy statements provides an overall definition of major business domains.

APPEARANCE OF NEW PARADIGMS

Nowadays problem of Enterprise Architecture implementation can be expressed by two major factors. First of all it, should be mentioned, that companies are hampered in their response to changes in the environment due to existence of static organizational structures. VAN DIEPEN (2000) also insists on substantial level of redundancy

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and rigidity of the internal processes in many organizations. This is the reason why being unable to meet customer demands quickly, coordinate processes and offer the necessary transparency, companies seek the optimal processes redesign (Hammer and Champy, 1993). Therefore, it should be noted, that declared agility of business processes happened to be rather marketing trick than effective method of realization.

Secondly, the agility of business processes is well described and logically proven but practically has never been properly implemented mainly due to lack of sufficient flexibility in actual business processes designed top-down and its rigid and redundant structures. Attempts to follow standards of decade freshness and binding them with clouds computing have led to extremely expensive solutions overloaded with unnecessary components and links between unexecuted functions.

In order to overcome lack of flexibility and adaptability increasing companies' response to changing market circumstances, companies seek new innovative solutions that support their business needs and lead to competitive advantage. The following attention to cutting edge paradigms is being attracted: **Paradigm 1:** BPM, business process management (Scheer);

Business process management a concept that appeared in early 90s as dynamic structure was offered by Sheer. Unlike approaches of Davenport and Hammer-Champi, Sheer considers system of business processes as self-adjusting system which is flexibly readable to environmental changes. However, such system management is supposed to be carried out "from above" that imposes serious restrictions on decomposition level with compliance preservation of models of processes and real situation in business. **Paradigm 2:** S-BPM, subject-oriented business process management (Fleischmann);

Fleischmann's approach to business processes management known as subject-oriented approach is based on performers' serf-organization while formulated task accomplishment, and reflects the real executive mechanism within almost any human activity accordingly. However, picked up separately from other approaches, it does not allow to create bandage between strategy and processes of organization and to achieve global optimization. **Paradigm 3:** ICS, namely, i-clouds services (Gartner);

I-clouds as a particular application of cloud computing become popular for outsourcing and load maintenance purposes. Offered by Gartner it represents generalization of service-oriented architecture for cross-corporate applications case; it allows technologically independent implementation of functions realization both inside company and out of it. Being the technological tool, iCloud allows allocating and realization of functionality decomposition up to each expert (or functional role). **Paradigm 4:** BPO, namely Business Process Outsourcing

Business Process Outsourcing is a subset of outsourcing that involves operations contracting and responsibilities of specific business functions (or processes) to a third-party service provider aimed on increasing companies' flexibility.

**Paradigm 5:** Lean process principles (Ohio, 1980);

Firstly used in Toyota factories lean manufacturing principles allowed elimination of waste (or Muda, in Toyota). Ohio identified seven wastes to be addressed by the Toyota system, and they have become known as 7Ws.

Participating in large number of consulting and educational projects, authors face real problems of customers, among which: impossibility to reflect in information systems changes of requirements rendered to business (compliance), fear to lose system controllability by processes optimization, impossibility to optimize organizational structure without failure in labor productivity and operability of business structures, high dependence on specific person on a certain place, high financial risks while changes or modernization of information systems.

The primary motivation for this investigation was to provide strategic insights on the critical challenges faced by organizations in their quest for business value in today's rapidly changing, technology-enabled environment since either scholars or practitioners have rarely (practically sole IBM) attempted to combine these paradigms.

Real-time Business Architecture (RBA) - an advanced EA notion that underlines the extended agile possibilities that allow EA to be transformed quickly according to changing business requirements.

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Business Process Modeling Using Subjects for Handling Innovations

Since CEOs are focused on revenue growth as means of creating value to shareholders they constantly seek for measures to cut costs and for innovation opportunities. Many experts believe that agility is the key issue to creating sustainable revenue growth (See Figure 2).



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Fig.2. Top challenges in managing IT (IBM working report, 2011)

Business subjects are in charge of responding to changing conditions. They should be distinguished from ordinary (routine) business resources by their internal motivation to reach business goals and ability to have coherent with running business aims, and indeed, as a main feature, professionally gain skills, based on accumulated experience of the socialized business group of subjects.

The Subject-oriented Business Process Management (Fleischmann) is in charge of this challenge. To rearrange models immediately and imitate execution of process models this approach started to be used recently into incumbents and new market entrants. But the real benefit of S-BPM approach is not only in time/money saving while implementing developed processes in reality, but to rearrange rigid system structure into ad-hoc agile self-organized system, dedicated to reach the goal by the optimal way.

According to survey (S.A.R.I., 2009), (Gromoff et al., 2010) the core advantages of the S-BPM for the business process management are:

1. low cost, high quality and speed of business process automation;
2. ability to make quick adjustments and their immediate implementation;
3. ability to active compliance management accomplished by all employees involved in processes.

These features reflect technological advantages of the S-BPM, from one point of view, and are able to provide subjects with opportunities for creative and reflective work at the same time, what might be decisive in this case (Gromoff A. et al., 2010), (Chebotarev V. et al., 2010).

The S-BPM refers to participants exhibiting their behavior pattern within a process as "subjects." Each subject in the process is defined, modeled and documented by the description of its individual actions. Here "subject" is considered not only as a resource which is required to perform a specific action but as rational person who possesses intelligence, creativity and reflection. And indeed, one the key issue for such creativity to be reached is unified semantic information field of the particular business.

Cloud Services

The basic design, therefore, is based on the most important strategic statements. These relate to cost reduction: synergy through horizontal integration; customer centricity: synergy through sharing customer information; sharing the industry, giving third parties access to the supply chain: synergy through sharing resources within the sector; and multi-channel approaches.

Cloud services can facilitate the proper management of information technology resources within the organization. This characteristic is also crucial to multi-task demands that are being made in modern business. In

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order to deal with a tough market, there is an increase in activities diversification that different companies undertake.

The ICS was chosen since Cloud services via Internet make number of new business models possible, that have to be flexible in order to respond quickly to changing circumstances and to adapt the business model if necessary (Timmers, 1999; Bouwman and Van den Ham, 2003).

Practical implementation

In order to build flexible SOA, aligned with business necessities, the S-BPM approach was chosen due to its supple nature. Since full description of business processes is strongly required the S-BPM usage will help to involve the process participants in gathering fresh data and give competitive advantage because new compositional services will be collected in real-time.

Metasonic S-BPM platform allows employees to model their processes easily by themselves using an intuitively operated user interface, and orchestrate the services they need for that purpose. They operate with five items: "subject", "message", "send" and "receive", "function". Last three items describe the subjects' state while performing the process. Metasonic Build uses two types of models: the "process manager" and the "subject manager". The first model type is intended to describe the process of messages exchange between subjects (this is quite enough!); the second - subjects' participation in the process which can be described by subjects states and transitions from one state to another (Gromoff et al., 2011).

An executable application for workflow control is generated automatically from the description of the business process. Modeling, validation and implementation stages are integrated and interrelated. The necessary feedback is also provided since process users are always given real information about process runtimes, critical paths, and resource bottlenecks.

The described approach on platform S-BPM allows realization of operative connection as plural services of information access to unstructured information and various DBMS with access to data at fields' level. Thus, access to unstructured information can be carried out via one query executed in several services simultaneously, for example Google, Exalead, Fast, at this moment connected to the system. Therefore, there is an auto-generation of system architecture of innovative process management which in more mature phases of serf-realization could be corrected and analyzed by experts group, responsible for processes of innovative development.

By storing services in i-Cloud it is possible for customers to exploit the service repeatedly (as long as it is required) in various orchestrated combinations in on-line environment. Here is meant, that while using i-Cloud it is possible for minimum time to provide response to executives about project deadlines, implementation of a new product or service & etc, what is serf-evident, but moreover, it become an open way to create business meaningful processes from pre-prepared fragments as from puzzles, switching required intellectual resources into such processes from 'free-lancer' expert groups, available from 'clouds' as well. And such construction of the business processes could be more effective, since all human resources are combined not because of the particular ego, but automatically due to best compliance.

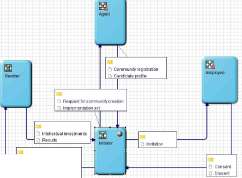
Here critics might talk about problems of competiveness which is basis of true progress in evolution; yes, it will be reformed as well as morality has changed in evolution but basic principles are unbroken. In such a case competiveness will be more depended from quality, service-timing, business transparency and hospitality, inter-operability and stability in custom support. All that means that competiveness will depend on architectural effectiveness reflected in on-fly flexibility of business process without lose of required features, it also means, that processes have to be constructed from the best of the breed resources.

Synthesis

It is worth noting, that flexibility of an architectural skeleton in this case is the cardinal advantage, which allows reaching innovative results in the optimal way. Morally formulated in 1983 by academician V.A. Legasov

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(Legasov,1985) concept of flexible production management on a platform of universal informational highway (pipeline), is realized today in the form of services to information corporate bus (ICB).

Corrective actions D knowledge base Q Results accepted

Results not full

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Fig.3. Model of the innovation process in a "Process manager" looks very simple (Chebotarev V., 2011)

Two modifications of classical information Service-oriented Architecture (SOA) with effect of synergy are proposed. Firstly, executive activities layer is reformed in a frame of S-BPM assumption, thus, transformation from rigid process structure into Subject-orientated Business Process moderation due to market excellence requirement. This transformation is organically realized in S-BPM paradigm by lowest level of process executives in ad-hoc mode, moderated by senior expert responsible for goal achievement. In this case, the real orchestration of real-time market requirements is developed. Secondly, while monitoring the process of moderation we extract repetitive or long lasting fragments of the processes and fix them in the clouds for further usage. Thereby, a set of extremely required services is obtained and immediately become valid for exploitation. See Figure 4

As a result, all architecture become more flat and market adoptive. Next feature of these transformations is business mobility and instead of today's specific granularity its acquired generality. This feature became real not only because of 'tangible' services that are created and used but also 'intangible', so called 'intellectual assets' and while solution of the known task is developed by known, fixed and established process, the new solution search of a problem or unknown task is provided by this intellectual asset constrained on a platform of search based applications (SBA). Therefore, instant intellectual support is provided to modern business architecture on a fly.

CONCLUSION

The mid-term results of carried-out research that are presented in this work, shows the extended possibilities of traditional Enterprise Architecture in order to support the modern environmental and business/technology challenges and explains the concept of Real-time Business Architecture implementation. Logically this transformation is very much similar to the processes that took place in building and city construction architecture at the beginning of XX century when socially required new forms of excellence in life quality have appeared and dominated next three decades declined later by weak economics in general.

Moreover, it is stated that the provided approach to realization of architecture has certain benefits of social impact. It gives real freedom to the mass of executive employees in their intellectual potential realization, as well free time from the operations with 'wait' functions. It also reforms market from classical market-of-advertisement-use into market-of-value-use, because of business accessibility since its transparent and reflective nature representing core feature of S-BPM approach.

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The further approaches and results of these studies may be used afterwards for improvement the processing and transferring of the complicated unstructured information content within the Enterprise 2.0, joined ventures or modern vertical integrated organization.

***usiness Level Agility***

Dynamic assemb^ and delivery of services xi

based on business context Reusable building blocks al a business **level** ncremental approach to business solutions that lowers risk

***SOA-Enabled Process Automation***

Process driven choreography ot services Process automation with associated business logic encapsulated within the business process improved flexibility and manageability with your SOA

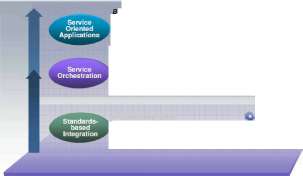
Business Services

Choreo­graphed Services

*Simplify Integration*

Easier integration and connectivity Standardized components and Web services Based on well accepted technical standards

Services

Fig.4. Future of Service Oriented Applications, based on I-cloud and S-BPM

ACKNOWLEDGMENTS

The given research was held in a frame of the contract № 13.G25.31.0096 with the Ministry for Education and Science of Russian Federation «Creation of hi-tech manufacture of unstructured information processing in cross-platform system on the open-source software basis in order to increase management efficiency of innovative activity of enterprises in modern Russian economics».

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**New York City, New York July 10 - 14th, 2012**

**PUBLISHED BY THE GLOBAL**

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Printed in the United States of America, 2012

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**ACKNOWLEDGEMENT**

Many people and organizations are responsible for the successful outcome of the Fourteenth Annual International Conference of the Global Business and Technology Association (GBATA). The GBATA extends its many thanks to the financial sponsors of this conference: Arcadia University, U.S.A.; UNITEC Institute of Technology, Faculty of Creative Industries and Business, New Zealand; Polytechnic Institute of Leiria, Management Research Centre for Rapid and Sustainable Product Development (CDRSP), Portugal; Brno University of Technology, Czech Republic; and Curtin University, Australia.

A successful conference could not be possible without the special cooperation and care of the program committee members. Furthermore, many thanks go to the reviewers for reviewing the many papers that were submitted to this conference.

The last but not the least important acknowledgement goes to all these who submitted their work to be considered for presentation at the conference. Also, special thanks to the session chairs and discussants for taking the extra time to make this conference a success.

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