



# Business Architecture: A Practical Guide

*By Jonathan Whelan, Graham Meaden*

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## **Business Architecture: A Practical Guide** By Jonathan Whelan, Graham Meaden

Organizations today exist in an environment of unprecedented change. They do so against a backdrop of a global, competitive marketplace, the fast-paced enablement of technology, amplified regulation and accelerating organizational complexity. Many organizations are addressing change in a sub-optimal way and they are operating without a clear view of where their operational risks lie. It is these dynamics that are leading organizations to recognise and embrace Business Architecture. Despite this environment, Business Architecture can be a difficult 'sell' - it is often perceived to be abstract and lacking in tangible delivery. To succeed, Business Architecture must be pragmatic and, to be sustainable, it must focus on achieving long-term value and, at the same time, recognise the shorter-term tactical needs of the organisation. With these challenges in mind, this book provides a practical guide on how to employ Business Architecture and how to build a balanced proposition that delivers value to a broad range of stakeholders. As the book states, Business Architecture should not be practised in isolation, nor should it be thought of as a one-off process; it needs to be woven into the fabric of the organization. And so the authors illustrate the opportunities for weaving the Business Architecture Practice into this fabric through the various stakeholders and life cycles that exist, both formally and informally, within an organization. Whilst recognizing best practice, this book explores a new, inspirational level of Business Architecture whilst acknowledging that the best way to realize the vision is one step at a time.

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## **Business Architecture: A Practical Guide** By Jonathan Whelan, Graham Meaden Bibliography

- Sales Rank: #1223143 in Books
- Published on: 2012-08-08
- Original language: English
- Dimensions: 10.00" h x 7.00" w x 1.00" l, 1.79 pounds
- Binding: Hardcover
- 304 pages

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## **Editorial Review**

### **Review**

'It is the best work to date describing business architecture.' Jeff Scott, former Forrester Analyst. 'I love this book. I have read it two times and I am looking forward to reading it again!!...I hope every Business Architect reads this book...Clearly, the time has come for Business Architecture: A Practical Guide. Thank you Graham and Jonathan.' From the Foreword by John A. Zachman 'Business Architecture is very challenging to do and even harder to describe, being inherently multi-dimensional in nature. The authors of this book have done well to distil their considerable experience into a handbook that provides valuable advice to help organisations develop their capability in managing business change.' Sally Bean, Enterprise Architecture Consultant 'This is a significant contribution to the field of Business Architecture. Essential reading for all practising Enterprise Architects!' Stuart Macgregor, CEO, Real IRM International, South Africa 'This is a superb piece of writing for any current or aspiring Business Architect. However, it is also essential reading for anyone involved in designing and implementing business strategy and executing change. The tools and techniques described will prove invaluable to so many different professions.' Darren Coomer, Managing Partner, The Strategy & Architecture Group - [www.thesandagroup.com](http://www.thesandagroup.com)

### **About the Author**

Jonathan Whelan is a Business Architect who has over 25 years' experience in a variety of roles within leading organizations. A broad spectrum of businesses has benefited from his observations and a number of his insights have led to significant programmes of work. Jonathan is also the author of several published books and has contributed to professional, trade and press publications. As well as having considerable practical experience, Jonathan is a Chartered Engineer and a Fellow of the British Computer Society. Graham Meaden has been a practising Enterprise Architect, as a consultant and member of staff, in the Banking, Insurance, Government, Transportation and Energy industry sectors. In recent years he has focussed on Business Architecture and setting up architecture practices. Most recently, as part of heading up the global Strategic Architecture and Business Architecture teams for HSBC Group, he defined the standards for the bank's global BPM centre of excellence.

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