

A Comparison of the Canada Border Services Business Architecture Framework and the TOGAF Content Meta Model

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Disclaimer



- **This talk is based on the methodology work done for our client: Canada Border Services Agency (CBSA).**
- **However, the comments and discussion presented here represent the views of the presenter and do not represent the position of CBSA or the Government of Canada**

- **Objectives for the Agency (CBSA) Business Modeling Framework are**
 - To create a framework for business analysis and corporate knowledge management
 - To define clear and consistent semantics in order to support the creation and maintenance of a repository
 - To align multiple governance and reporting structures with the business modelling framework
- **The Agency (CBSA) Business Modeling Framework interprets and extends the Governments of Canada Strategic Reference Model (GSRM)**

**Enterprise Business Architecture
is concerned with describing how the enterprise
creates value for its stakeholders**



A Tale of Two Frameworks

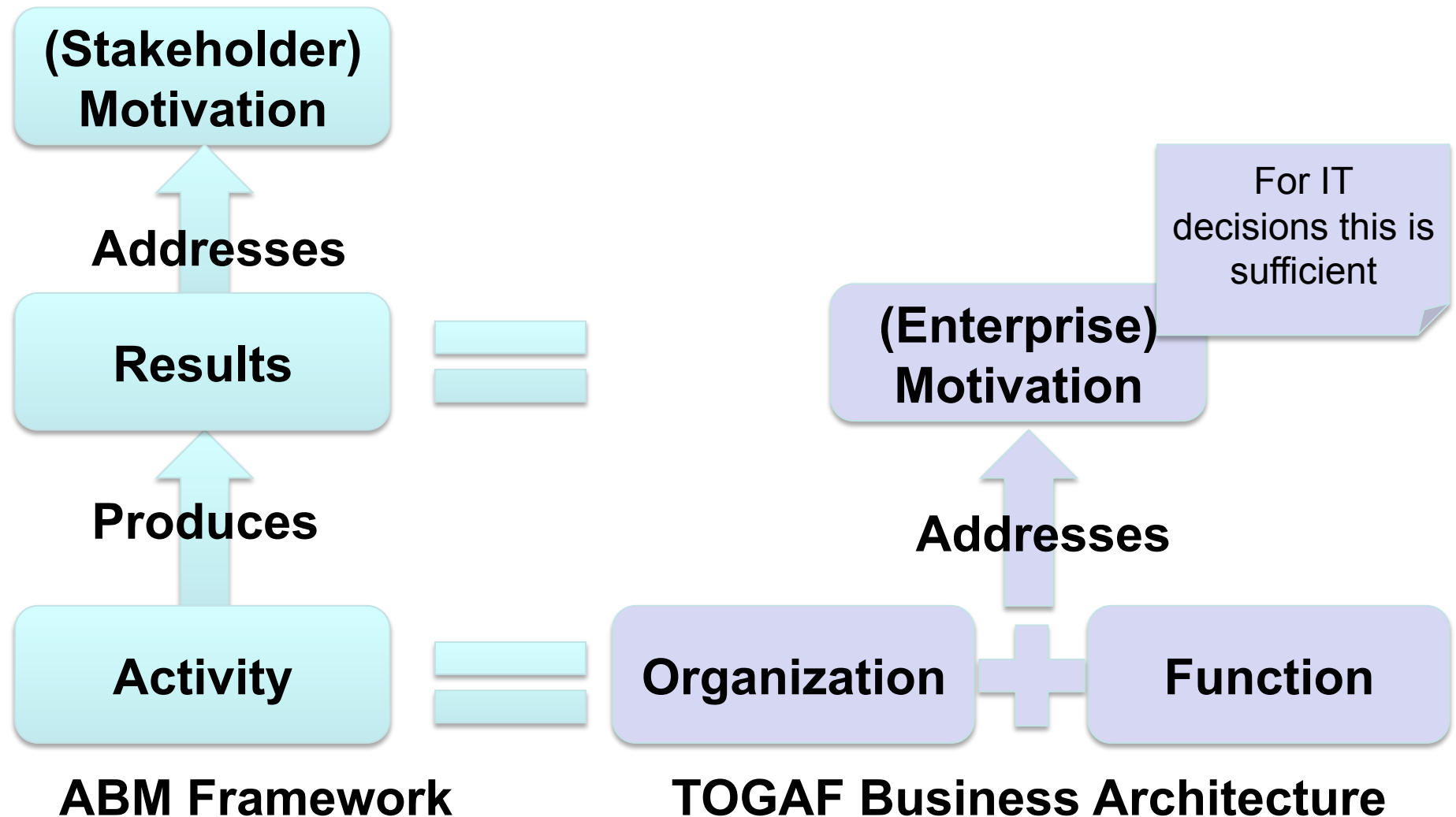
ABM Framework (Stakeholder Driven)

- **(Stakeholder) Motivation**
 - Who do we create value for and what are their needs?
- **Results**
 - What do we intend to achieve and how are we measured?
- **Activity**
 - How are we organized, how do we behave, and what do we produce?

TOGAF (Business Architecture) (Enterprise Driven)

- **(Enterprise) Motivation**
 - Motivation for change? (Drivers)
 - What do we intend to achieve and how are we measured? (Goals, Objectives, Measures)
- **Organization**
 - How is the enterprise structured?
- **Function**
 - How do we behave and what do we produce?

A Tale of Two Frameworks in Pictures



The ABM Viewpoints



Activity

Catalogues

Program and Service Inventory

Service Use Cases

Diagrams

Business Concepts Model

Logistics Model

Events and Cycles Model

Service Integration and Accountability Model (SIAM)

(Service) Process Model

Results

Matrices

Top Model Map

Program and Service Alignment (PSAM)

Service Bundles

Diagrams

Program and Service Alignment (PSAM)

Program Logic Model

Motivation

Catalogues

Stakeholder Groups and Needs

Matrices

Service Requirements

Diagrams

Stakeholder Groups and Needs Model

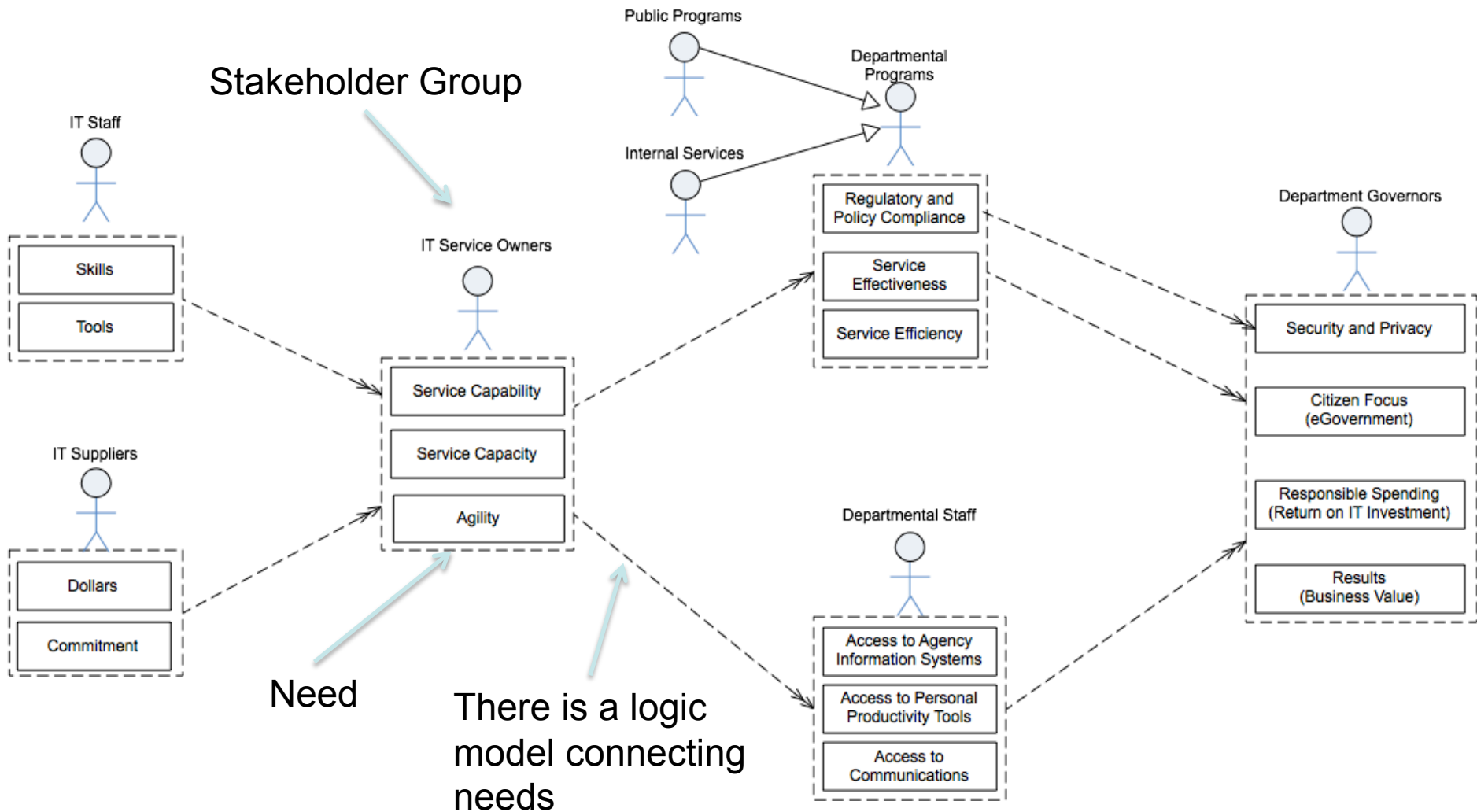
Target Group States & Transitions Model

The Motivation Viewpoints



- **(Stakeholder) Motivation viewpoints allow one to identify business opportunities**
 - These extend TOGAF
 - There may be a relationship to the concept of Driver in the Motivation extension
- **Stakeholder Groups and Needs Model**
 - Defines the “demand” for services
 - Focus on stakeholder populations rather than individuals
 - Need = Outcome Area = Stakeholder Problem
 - Target groups and targeted needs represent the “demand” that is recognized – define the scope or reach of programs and services
- **Target Group States and Transitions Model**
 - Provide detail understanding of one or more target group needs
 - Capability models are examples

Example Stakeholder Groups & Needs Model



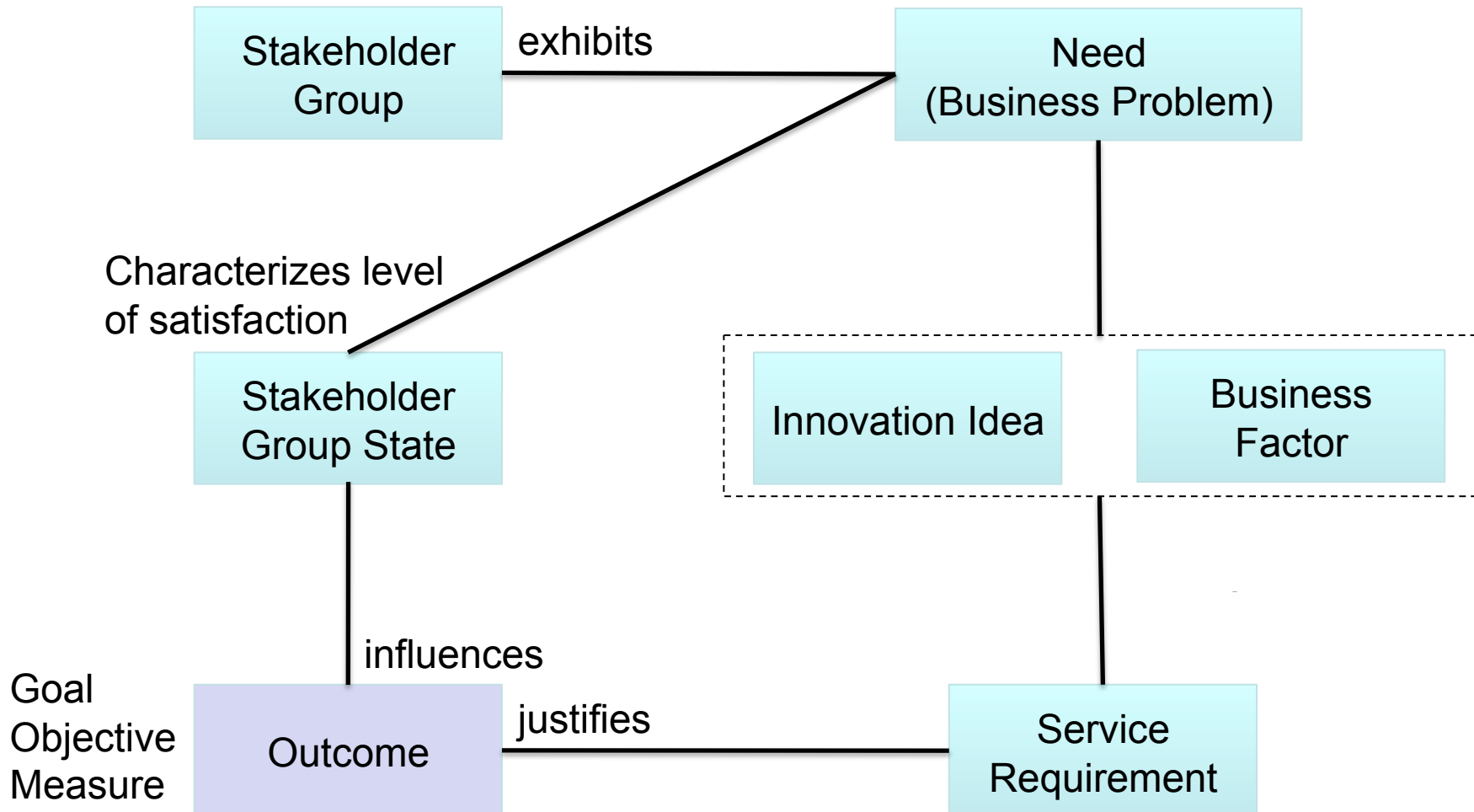
The Motivation Viewpoints



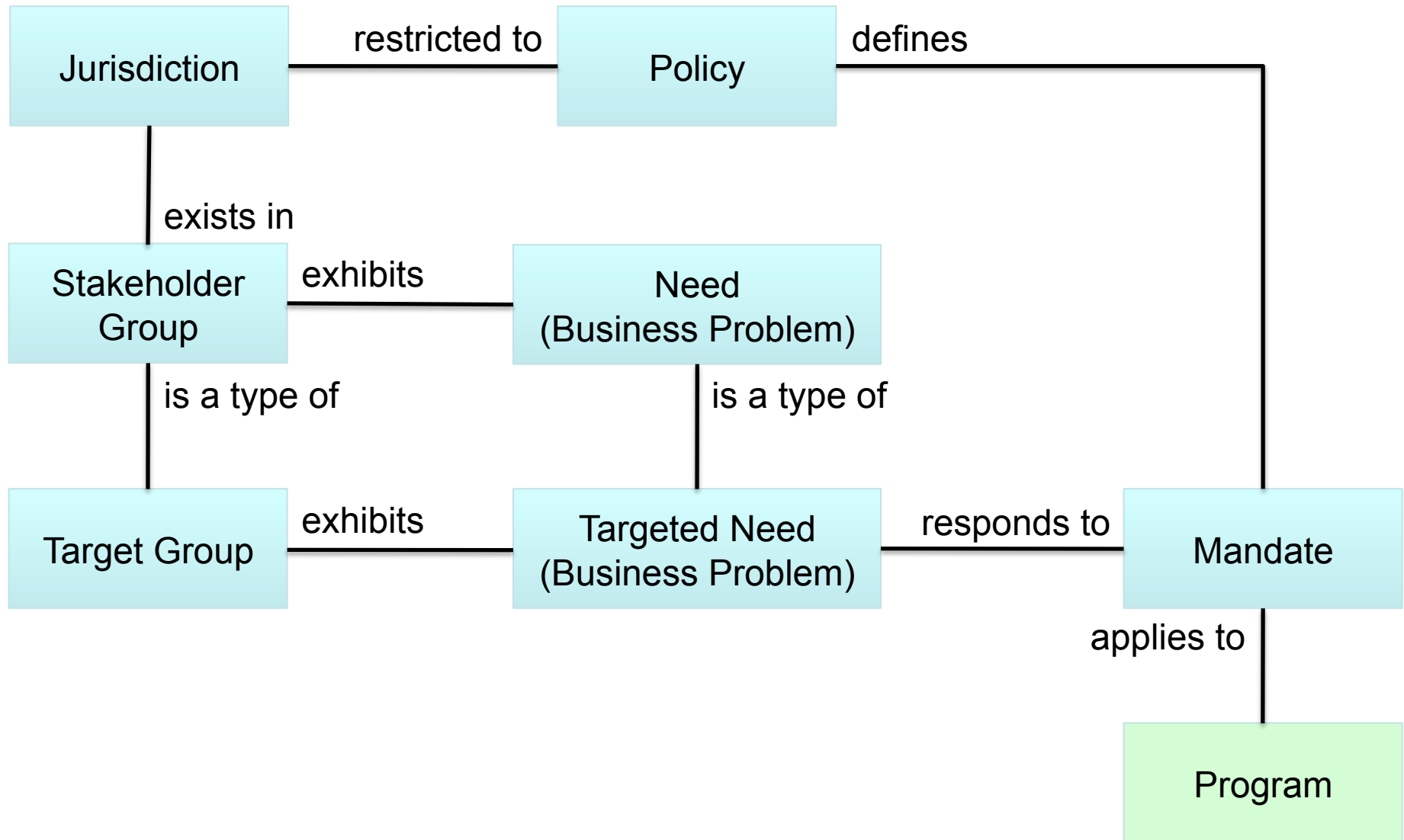
■ Service Requirements

- Allocated specification of service features justified by outcomes
- In this area, TOGAF is much richer than the ABM framework.
- The governance extension elements of measure, service quality, and contracts offer additional (and needed) structure).
- Within the context of the ABM Framework these would be addressed as results rather than motivation

Motivation Meta Model Entities Core



Motivation Meta Model Entities Public Policy

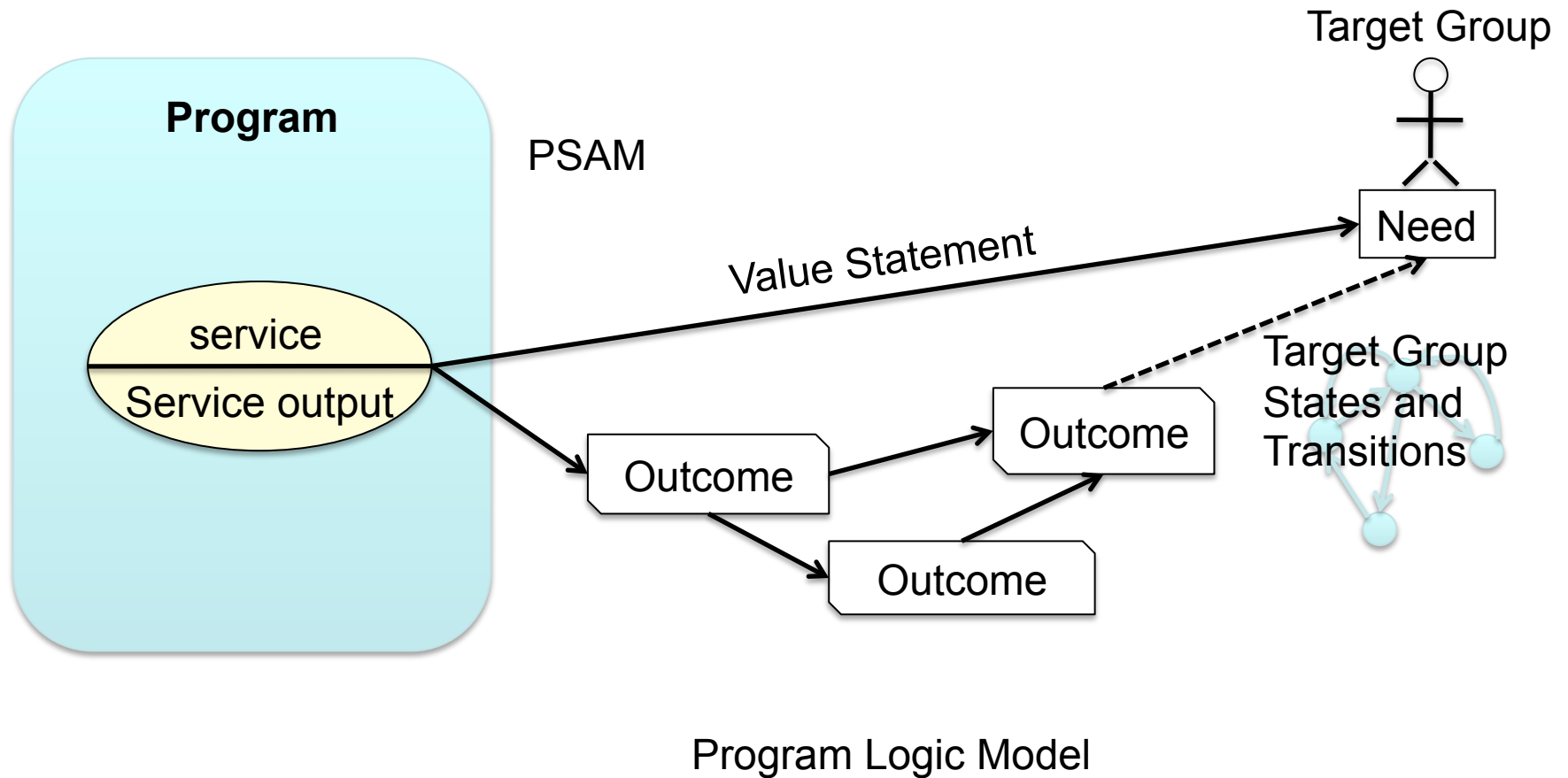


The ABM Results View Points

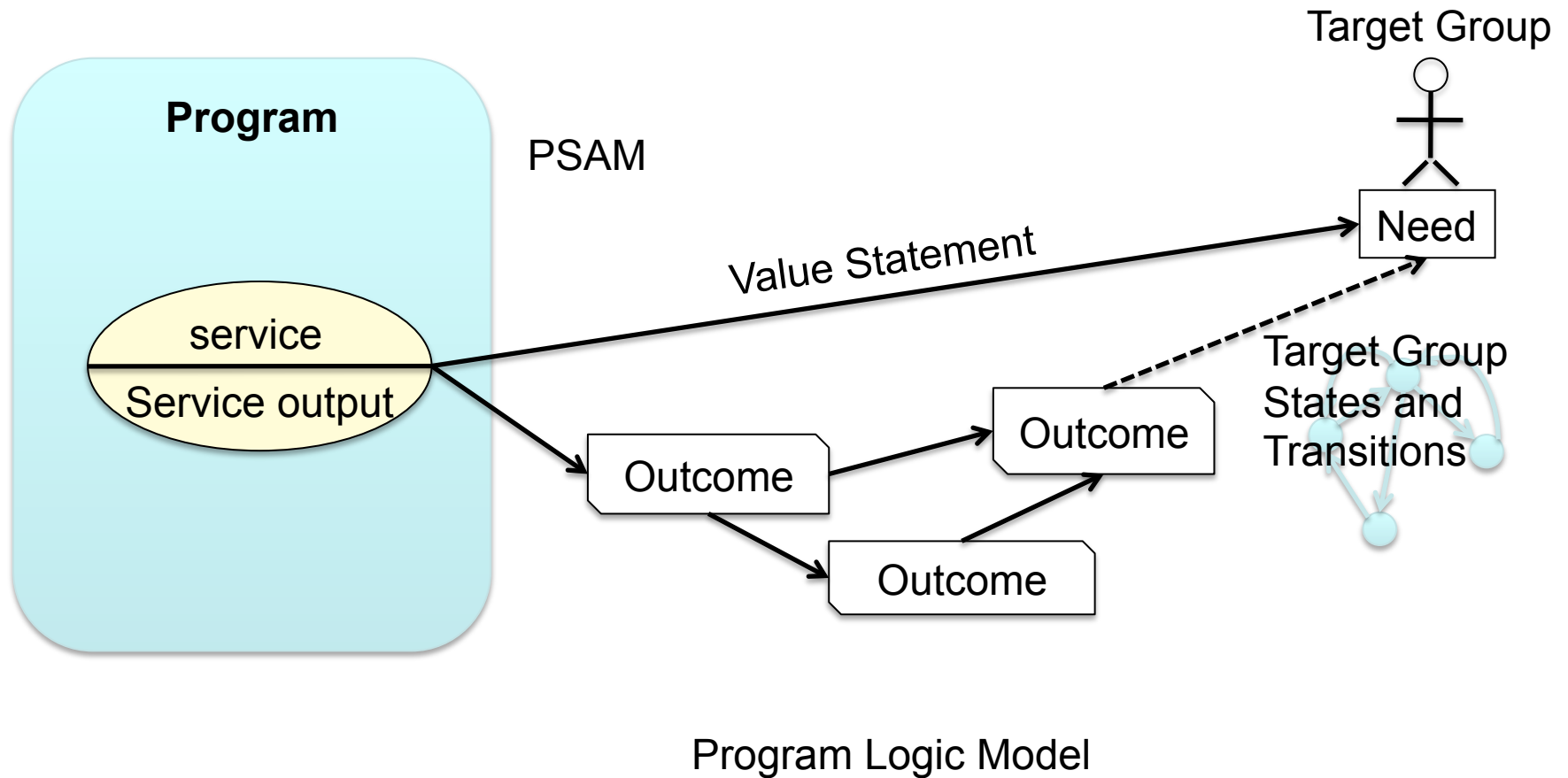


- **Top Model Map**
 - Service Output Type X Need Class → Jurisdictions (Organizations)
 - Provides a precise way of capturing a business footprint
 - A projection of a PSAM
- **Program and Services Alignment Model (PSAM)**
 - Program X Service X Targeted Need → Value Statement
 - Matrix and Diagram formats
 - Refines the foot print and establishes program goals
- **Program Logic Model**
 - Network of outcomes leading from services to needs
- **Service Bundles**
 - Services X (Outcome) X Target Group State Transitions

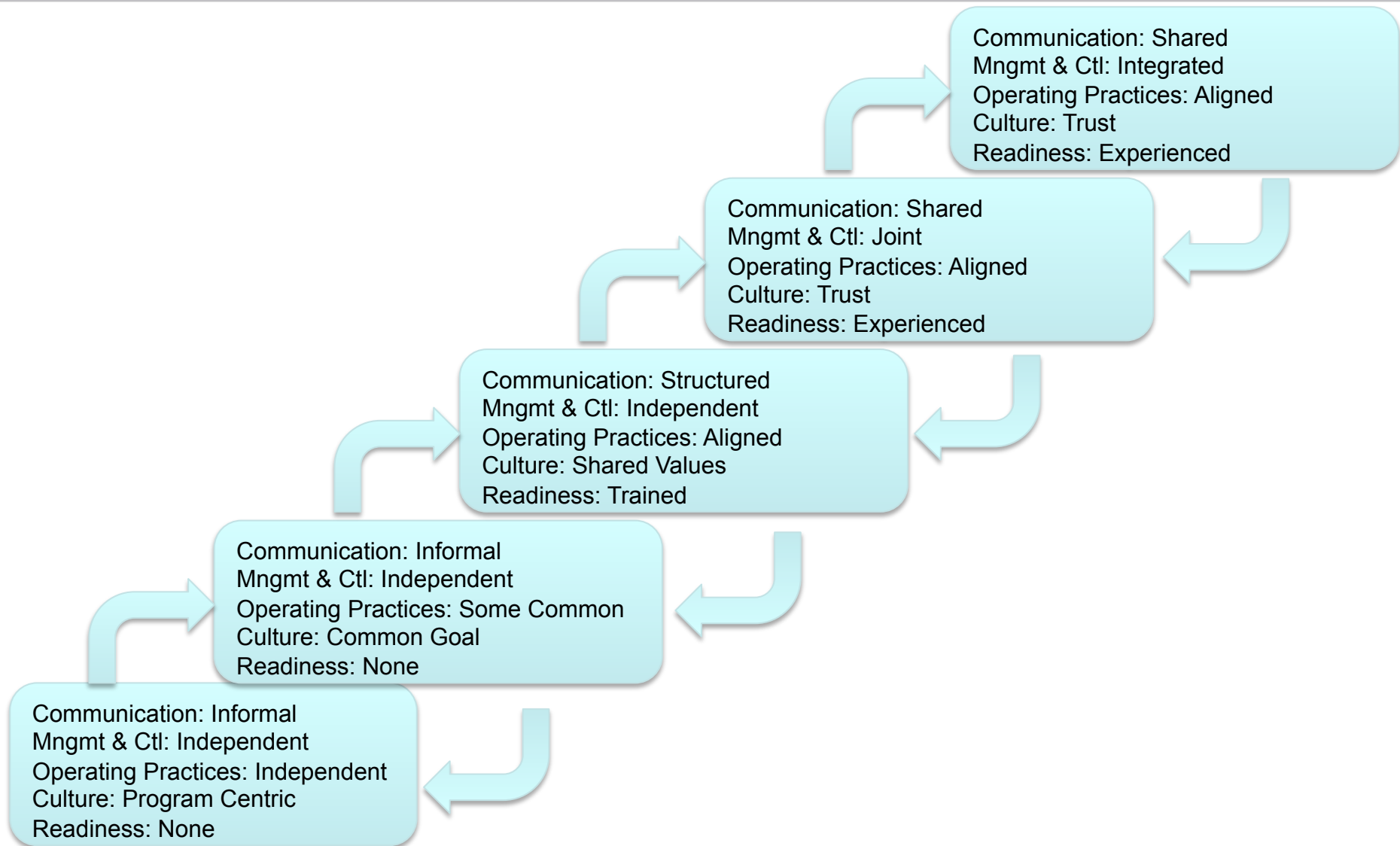
Example of Results Models



Example of Results Models



Example Target Group States and Transitions Model – Business Interoperability Maturity



Comparing ABM Results to TOGAF Motivation



ABM Framework	TOGAF
Outcome	Goal / Objective / Measure
Top Model	Business Footprint Diagram
Program and Services Alignment Model	Driver / Goal / Objective Catalogue
Program Logic Model	Goal /Objective / Service Diagram
Service Bundles	

Comparing ABM Activity to TOGAF Organization + Function



- **Activity in the ABM Framework is focused around the notion of a business service**
 - This is compatible and supported in TOGAF
 - The ABM Framework simply makes it predominate
- **Organization is subordinate in the ABM Framework to the concept of Program**
 - In the ABM Framework, organizations are collections of resources. It is the assigned roles that are important
- **The key activity concepts are:**
 - Program as a unit of accountability
 - Service as a unit of delivery
 - Process as a unit of implementation
 - Resource as a unit of capability

Comparing ABM Activity to TOGAF Organization + Function



ABM Framework	TOGAF
Program & Service Inventory	Service / Function Catalog Functional Decomposition Diagram
Service Use Case Diagram	Business Use Case Diagram
Business Concepts	Service / Information Catalog
Logistics Model <i>(includes flows between locations)</i>	Location Catalog
Events and Cycles Model	Product Lifecycle Diagram <i>(less general)</i>

Comparing ABM Activity to TOGAF Organization + Function



ABM Framework	TOGAF
Service Integration and Accountability Model (SIAM)	<i>Diagrams contract relationships</i>
Process Model	Process / Event / Control / Product Catalog Event Diagram Process Flow
<i>Organization structure implied through program / service / process / resource roles</i>	Organization / Actor Catalogue
	Role Catalogue
	Organization Decomposition Diagram

- **The ABM Framework provides extensions for modelling stakeholder motivation**
 - This enables the identification and analysis of business opportunities and markets
- **TOGAF contains a richer set of structures for modelling activity (organization + function)**
 - Organization is only implied in the ABM Framework through the concept of role
 - These structures are extremely useful when supporting IT investment
 - ABM Framework will considering incorporating those structures that prove useful in answering our stakeholder questions

