Business Architecture (BA) Transformation Program

This program has been created to help Cisco partners build sustainable, scalable and profitable Cisco architecture practices. It is designed to increase competitive advantage by analyzing customer business requirements and aligning transformational technology solutions that alleviate business challenges and promote business growth through improving and optimizing business processes.

The program takes high potential individuals and helps them build out skills in the fields of:

- Enterprise Business Architecture
- Business Analysis
- Business Process Consulting
- Advanced Consulting Skills

The program incorporates a tool box of models, methods, processes, frameworks, and templates creating a repeatable, systematic approach to analyzing customer business requirements, defining business value and implementing business-relevant architected

Program Structure
The Business Architect Transformation program is the next evolution in selling complex technology solutions. By following the steps of the lifecycle, you will be well positioned to optimize the length of your sales cycle, to increase your share of customer spending, and to create stronger relationships.

The Business Architect Consulting Lifecycle has five phases:

1. Engage
2. Gather and Analyze
3. Build and Validate
4. Present and Gain
5. Implement and Evolve

1. **Engage the Customer**

The goal of the first phase of the Business Architect Consulting Lifecycle is to discover the customer opportunity and engage the end customer. In this phase you will do the following:

- Establish your credibility.
- Establish the view of the business needs.
- Refine the view of the business needs.
- Prepare a Vision and Scope Statement.
- Gain agreement to conduct the business analysis.

For you to be able to execute the sub-steps of the Engage phase effectively, the customer must see you as someone who can add value to its business. As you make the transition to selling architectures, you should have an action plan that will allow you to establish your credibility as a trusted business advisor.
2. **Gather and Analyze Data**

The second phase of the Business Architect Consulting Lifecycle is to gather data and move forward with the business analysis after you gain customer commitment. In this phase you will do the following:

- Define the architectural concepts.
- Gather customer knowledge.
- Analyze the current state.
- Design the future business model.
- Verify and validate the analysis.

3. **Build and Validate**

After you obtain the business-driven view of the customer enterprise, the third phase of the Business Architect Consulting Lifecycle is to move forward with building the business and technical architectures. In this phase you will do the following:

- Align the Business Architecture to the Technical Architecture.
- Identify the solution options.
- Build the case for the Cisco Architecture.
- Develop a recommendation.
- Validate the recommendation.

4. **Present and Gain**

After you have successfully built the solution recommendation and alternatives, the fourth phase of the Business Architect Consulting Lifecycle is to present the recommendation and gain commitment from your customer. In this phase you will do the following:

- Detect resistance.
- Facilitate a diverse stakeholder community.
- Manage conflict.
- Prepare a recommendation report.
- Prepare and present the recommendation at the CxO level.

5. **Implement and Evolve**

After you have the solution signoff from your customer, the final phase of the Business Architect Consulting Lifecycle is to successfully implement the solution. In this phase you will do the following:

- Develop the transition plan.
- Hand off the solution to the technical team.
- Determine the application for governance.
- Implement the change management strategy.

**Support and Collaboration Portal**

The program is delivered using an award-winning Collaborative Learning Solution and Social Learning Network comprised of the following:

- Six-month blended learning solution involving instructor led, self-paced, and the latest social learning techniques
- Five core modules delivered using instructor led training totaling 13 days in class over a six-month period
- Cisco Logical Solution Architectures for Collaboration, Data Center/Virtualization, and Borderless Networks delivered in a virtual environment
- Peer-to-Peer access and Peer-to-SME access through the Social Learning Network
- Access to tools, techniques, methodologies, processes, templates - taught and practiced through the program and downloaded through the Social Learning Network
- One-to-one tutorials with SMEs
- Coaching and mentoring activities to build practical skills

The Collaborative Learning Solution provides a dynamic environment that helps develop a strong skills base. This is achieved by coaching and mentoring in the real work environment on live opportunities which support the in-class activities and self-study elements.
Business Architect Transformation Program

Business Architect Skills and Competencies

The Business Architect Transformation Program will teach participants how to take a holistic view of their customer’s organization through an architectural approach that leads from customer business need identification to the realization of meaningful business benefits. As Business Architects, participants will learn how to clearly show the customer a view of their current state (where they are), iteratively depict the desired target state (where they need to be) and define an appropriate course of action (roadmap) to achieve the desired results and gain customer commitment to implementing an architected solution. Central to this approach is the ability of the Business Architect to translate the needs of the business sufficient to align the various solution components to the customer’s specific objectives and to ensure solution implementation results in ongoing realization of relevant customer business benefits.

The Business Architect Transformation Program builds individual practitioner competencies and is a key construct in building organizational architecture practice capability. For further information on this program or the broader architecture portfolio from Global Knowledge please contact the Global Knowledge architecture transformation team at BATransformation@globalknowledge.net

Target Audience

The Business Architect Transformation Program is designed for key contributors from Cisco Partner organizations who exhibit significant business acumen and the potential to transform into the role of Business Architect within their organizations. Participants have typically spent more than 8 – 10 years working in customer facing roles and have substantial experience working on innovative business solutions that enable their customers to achieve their strategic goals. With a background in business development, consulting or engineering positions, the participant group typically represents a range of business and business-oriented technical backgrounds and participants tend to bring a variety of perspectives on enabling customer success. More so than in other courses of study these participant perspectives tend to come to the forefront within this program and group participation constitutes an integral aspect of the learning experience. The participant’s ability to successfully work within a diverse group of participants and contribute to a positive collaborative social learning climate is a core part of the program’s learning experience.

Current Skills and Experience

Participants entering the Business Architect Transformation Program have wide-ranging business knowledge as well as good strategic, analytic, problem solving and communication skills. They have sound design skills that enable them to understand and differentiate between the customer’s conceptual business needs and logical solution architecture related to the business solution to those needs. Candidate participants for the program are also multi-dimensional thinkers, able to think critically about the customer’s challenges and opportunities as well as effectively synthesize meaningful business-oriented solutions that ultimately result in the realization of significant business benefits for the customer.

Successful participants exhibit many of the following skills and experience upon entering the program:

- Sound knowledge of their end customer’s markets and related challenges
- Active involvement in customer account planning and management across the breadth of the sales cycle
- Building effective stakeholder relationships at any level of the customer organization through strong interpersonal and communication skills
- Thinking critically, identifying causal factors and successfully framing customer problems
- Analyzing and decomposing complex business and/or technical situations into high-level requirements Working and connecting information horizontally across the customer organization
- Evaluating the impact of stakeholder interests, business and political factors on a customer’s goals and objectives
- Experience with Cisco solution architectures (Collaboration, Borderless Networks, Data Center Virtualization) and positioning the related customer business benefits
- Financial modeling, total cost analysis and business case development
- Developing prioritized implementation work plans in context of strategic business goals and objectives
- Working closely with the customer organization to ensure successful solution implementation and benefits realization

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