

HOW BUSINESS ARCHITECTURE HELPS ORGANIZATIONS TO PREPARE FOR, RESPOND TO AND RECOVER FROM THE UNEXPECTED

01



NEEDS & IMPERATIVES

HOW BUSINESS ARCHITECTURE HELPS

PRE-INCIDENT

PREVENT

- ✓ Identify and assess impact for potential hazard or threat scenarios
- ✓ Mitigate potential hazards and threats

- ✓ Frame the full breadth of impacts for potential hazard/threat scenarios through value streams and capabilities along with all impacted aspects of the business and technology environment*

- ✓ Define performance objectives and action items for incident mitigation, preparedness and response

- ✓ Capture objectives and action items and track initiative progress against them, framed within a value stream and capability context
- ✓ Illuminate the gap between current state abilities and target state requirements
- ✓ Identify impacted resources to deliver on objectives and action items

- ✓ Identify business critical activities

- ✓ Identify critical core business capabilities and incident scenario-specific capabilities (capabilities plus metrics in a value stream context) along with the necessary aspects of business and technology* required to support them

PREPARE

- ✓ Define incident response strategies and plans
- ✓ Train for and test incident response strategies and plans

- ✓ Perform what if impact analysis to inform incident response strategy definition and selection
- ✓ Identify internal human resources and external partners (business units, stakeholders and locations) as well as other supporting aspects* required to train and prepare for incident response
- ✓ Identify stakeholders to communicate to during an incident (business units, stakeholders and locations)

02



INCIDENT

ASSESS

- ✓ Detect an incident
- ✓ Assess and isolate impact of incident

- ✓ Frame scope of incident to identify who is impacted (stakeholders and business units), where (locations) and for what (value streams, capabilities, information and products)

- ✓ Prioritize essential versus non-essential activities to control, contain and resolve incident

- ✓ Perform what if impact analysis for different response scenarios
- ✓ Identify key capabilities to focus on or pend (capabilities + metrics in a value stream context)

PLAN

- ✓ Maximize capacity to deliver essential activities

- ✓ Identify people, processes and technology to enable (for essential activities) or reallocate/deprioritize (for non-essential activities)
- ✓ Identify options to increase capacity (e.g., reallocate human resources or partners, leverage products in new ways, etc.)
- ✓ Identify strategies and initiatives to put on hold

RESPOND

- ✓ Communicate to those impacted by incident, response team and other stakeholders

- ✓ Identify all people for communication (stakeholders, business units and locations)

03



POST-INCIDENT

RECOVER

- ✓ Assess post-incident position
- ✓ Reevaluate strategies, operations and overall course; refine strategies, objectives and plans
- ✓ Adjust current initiatives; plan and execute new initiatives to recover and reposition

- ✓ Frame the strategic state of the organization with business model and strategy maps
- ✓ Frame the operational (and even financial) state of the organization with value streams, capabilities and other business and technology domains*
- ✓ Reflect existing strategies, objectives and action items and capture revisions as applicable
- ✓ Assess all impacts (and potentially architectural changes) related to shifts in business direction using value streams, capabilities, other aspects of the business and technology environment* as well as any current initiatives
- ✓ Inform scope and sequence of initiatives framed within a value stream and capability context
- ✓ Track initiative progress against objectives

LEARN

- ✓ Assess incident response and preparedness
- ✓ Plan and execute initiatives to improve preparedness and resilience

- ✓ Frame incident response and preparedness narratives and metrics with value streams, capabilities and other business and technology domains*; analyze effectiveness and identify opportunities
- ✓ Inform scope and sequence of initiatives framed within a value stream and capability context
- ✓ Track initiative progress against objectives

* Includes business units and external partners, stakeholders, information, products, regulations and policies, related strategies and initiatives, processes, applications and software services, locations and assets.