IIBA® International Institute of Business Analysis™

24 October 2023

IIBA Brussels Chapter

Shaping tomorrow
Is sustainability any of my business?

Ines Vanlangendonck
Morten Stender
Stefan Bossuwé

Today we welcome

- Ines Vanlangendonck
- Morten Stender
- Stefan Bossuwé

Ines Vanlangendonck

- Background Digital Innovation
- Sustainability Leadership @ Cambridge

- Kamon
- Digital for Sustainability
- Sustainable Digital

- www.kamon.be
- ines@kamon.be

Morten Stender

- Over 10 years of professional experience with Enterprise Architecture

- Business Architecture practitioner

- Passionate about sustainable development

- Partner & Founder of Staun&Stender, founder of EAM tool **next-insight**

- www.next-insight.com

- info@staunstender.com

Stefan Bossuwé

- almost 30 years professional experience in various roles in about 20 different industries

- passionate about business analysis

- first CBAP® in Belgium & Luxembourg

- co-founder, former President & current Ambassador of IIBA® Brussels Chapter (covering Belgium & Luxembourg)

- former IIBA's EMEA Regional Deputy Director for Europe

- content provider of IIBA's Knowledge Hub

- spends much of his time on promoting the BA profession

Sustainability in the Digital Space

QUESTION

Who knows a lot about sustainability?

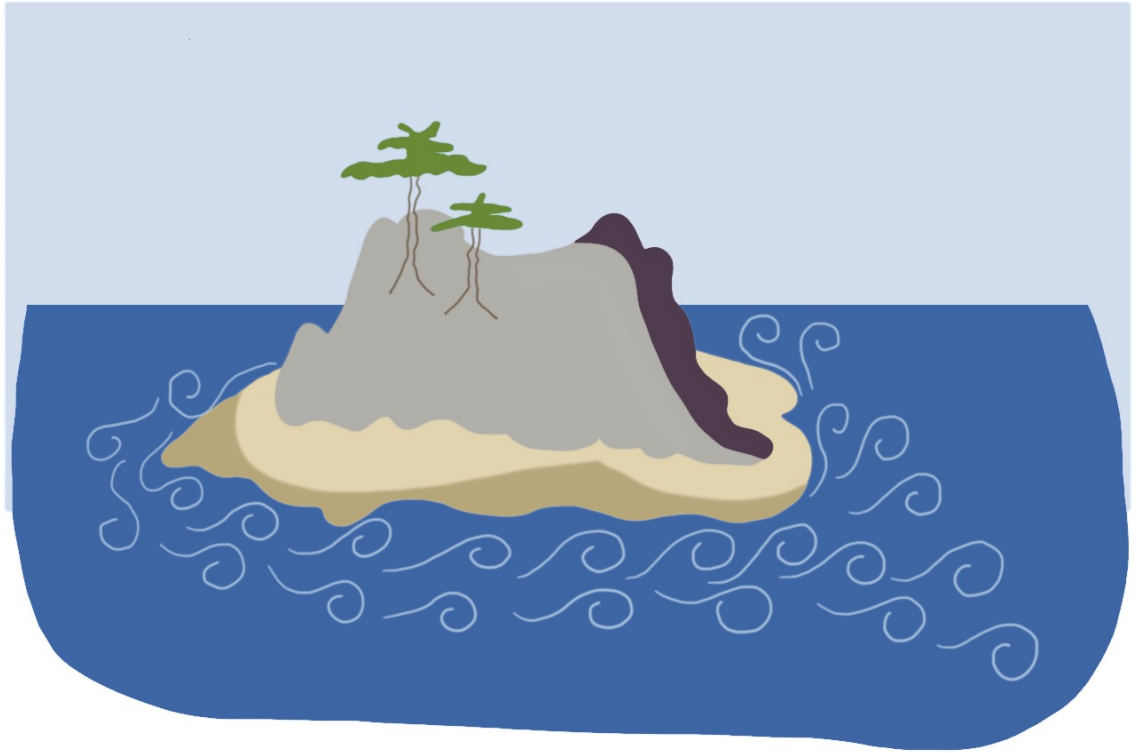Who applies this knowledge in their daily lives?

QUESTION

What is your definition of sustainability?

ALEXANDER SELKIRK

DESERTED ISLAND

The story of Alexander Selkirk

SELKIRK'S CONTEXT?

- endless amount of time
- limited resources
- limited tools
- creativity

PLANET EARTH

a story

You are here

OUR CONTEXT

generations

limited resources

Technology & Science

Billions of brains

COPPER-RICH MINE 0,6% - 2%

Palabora Copper Mine, South Africa
Source: http://dillonmarsh.com/
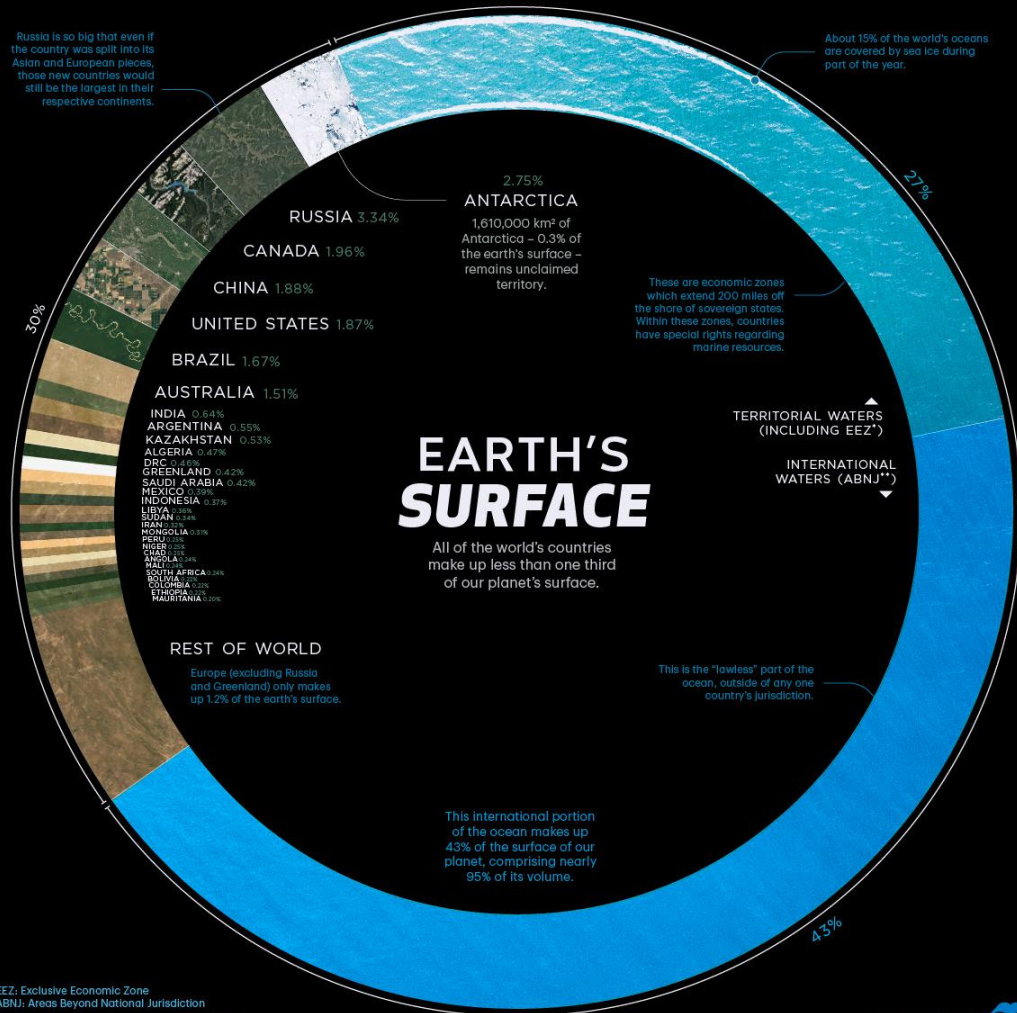
THE BLUE PLANET

ALEXANDER, WHAT DO YOU THINK?
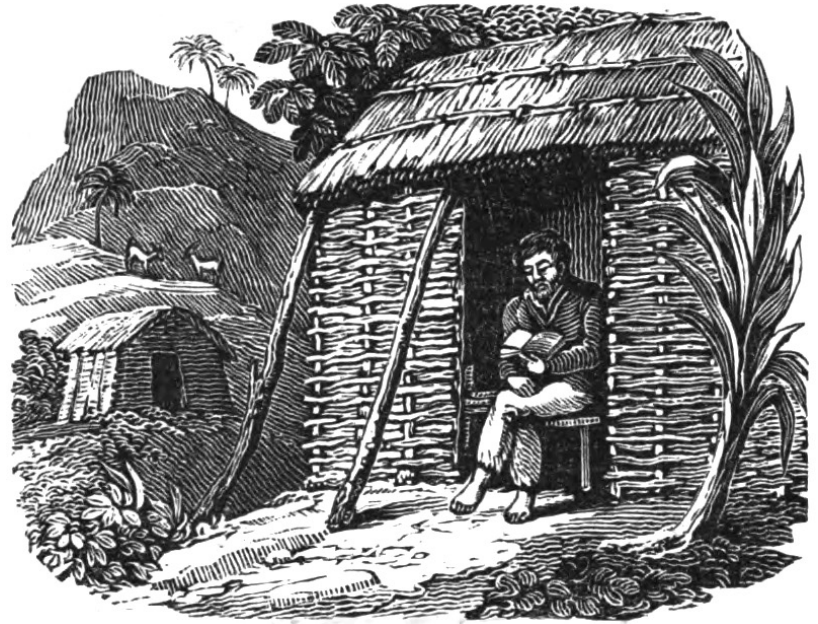
IS SOMETHING THE MATTER?

PLANETARY BOUNDARIES
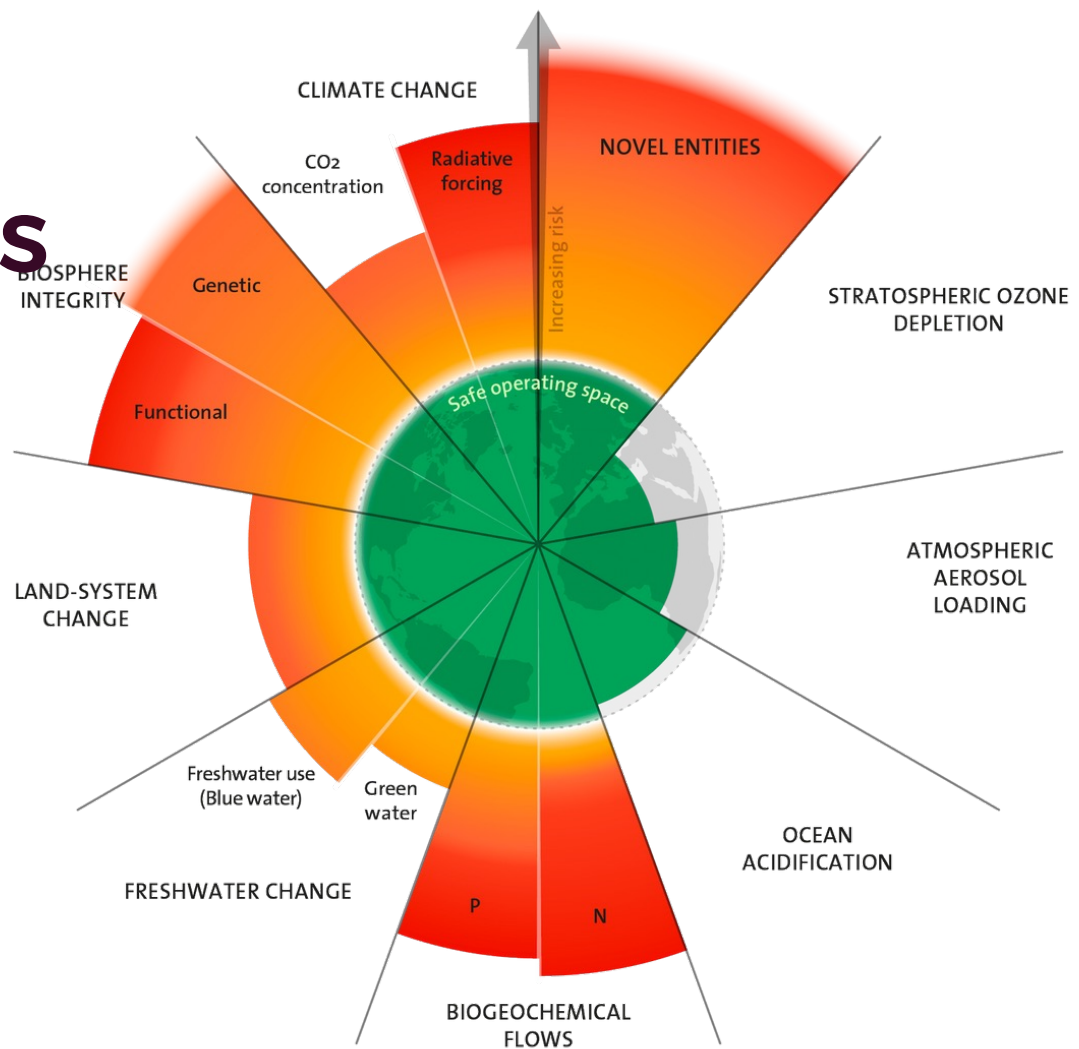
Source: Stockholm Resilience Institute

CLIMATE CHANGE

CO₂ concentration

Radiative forcing

NOVEL ENTITIES

Increasing risk

BIOSPHERE INTEGRITY

Genetic

STRATOSPHERIC OZONE DEPLETION

Functional

Safe operating space

LAND-SYSTEM CHANGE

ATMOSPHERIC AEROSOL LOADING

Freshwater use (Blue water)

Green water

OCEAN ACIDIFICATION

FRESHWATER CHANGE

P

N

BIOGEOCHEMICAL FLOWS

DOUGHNUT ECONOMICS

Source: Kate Raworth
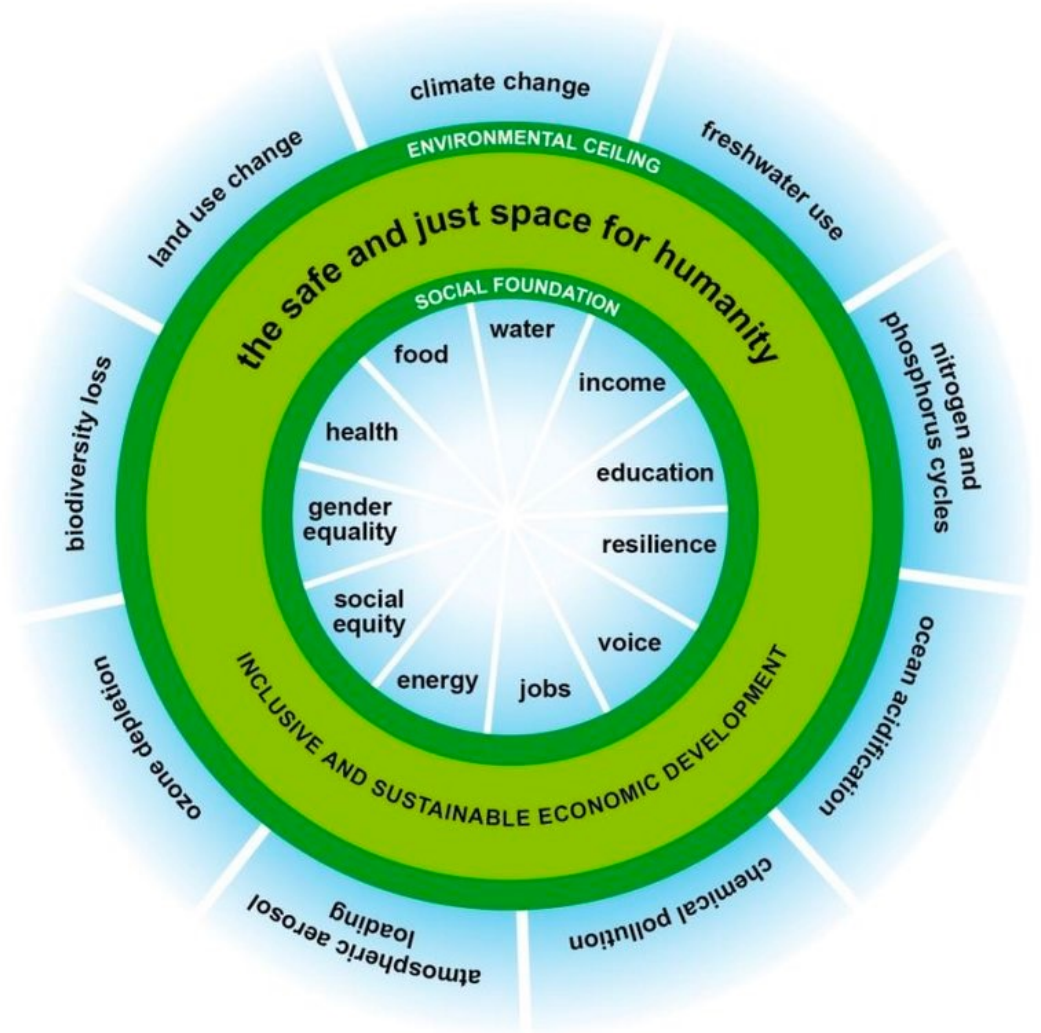
DIGITAL IMPACT

1

ENERGY & EMISSIONS

energy usage

design for abundance

1

ENERGY
& EMISSIONS

2

RAW MATERIALS

server 5 months - 5 year

smartphone 2 - 5 years

20 kg/person/year

2

RAW MATERIALS

3

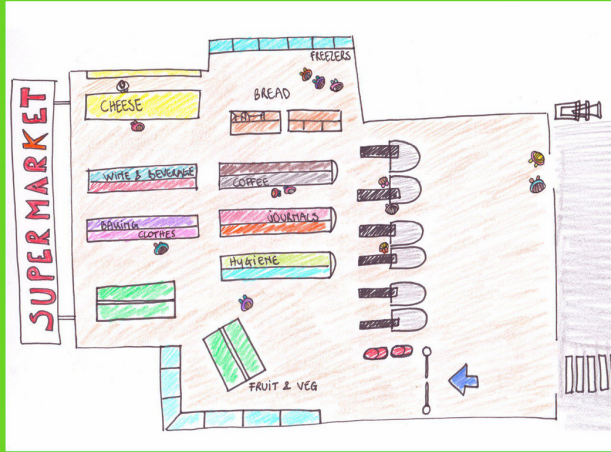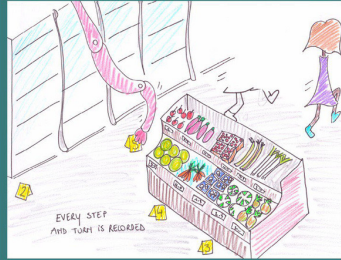# BEHAVIOUR

- more consumption

- more screentime

- fast everything

If my supermarket were
A WEBSHOP

drawings by @niske

Every step I took would be recorded...

Websites track your visits to pages, your return to a page, your scrolling and clicking.

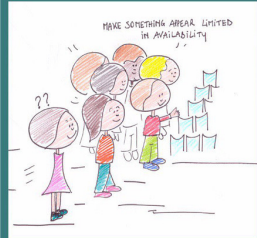**...and also everywhere I lingered a while.**

Pages you stay on for longer or go back to later are added to your online profile.

The butcher would suggest me what to buy.

Based on your profile websites compare your behaviour to that of others.

They would pretend to run out of water.

Perceived scarcity makes people buy, webshops often use this paradigm.

They would tell me what to add to the list

Webshops analyse what combination of products people buy.

There would be plenty carriages left behind

67% of online shopping carts are abandoned.

The cashier would talk me into one more

And I'd often be reminded of my interests....

4

INCLUSION

46% exclusion

17% only smartphone

8% no internet

numbers 🔺

5

FAKE CONTENT

echochamber

filterbubble

deepfake

clickbate
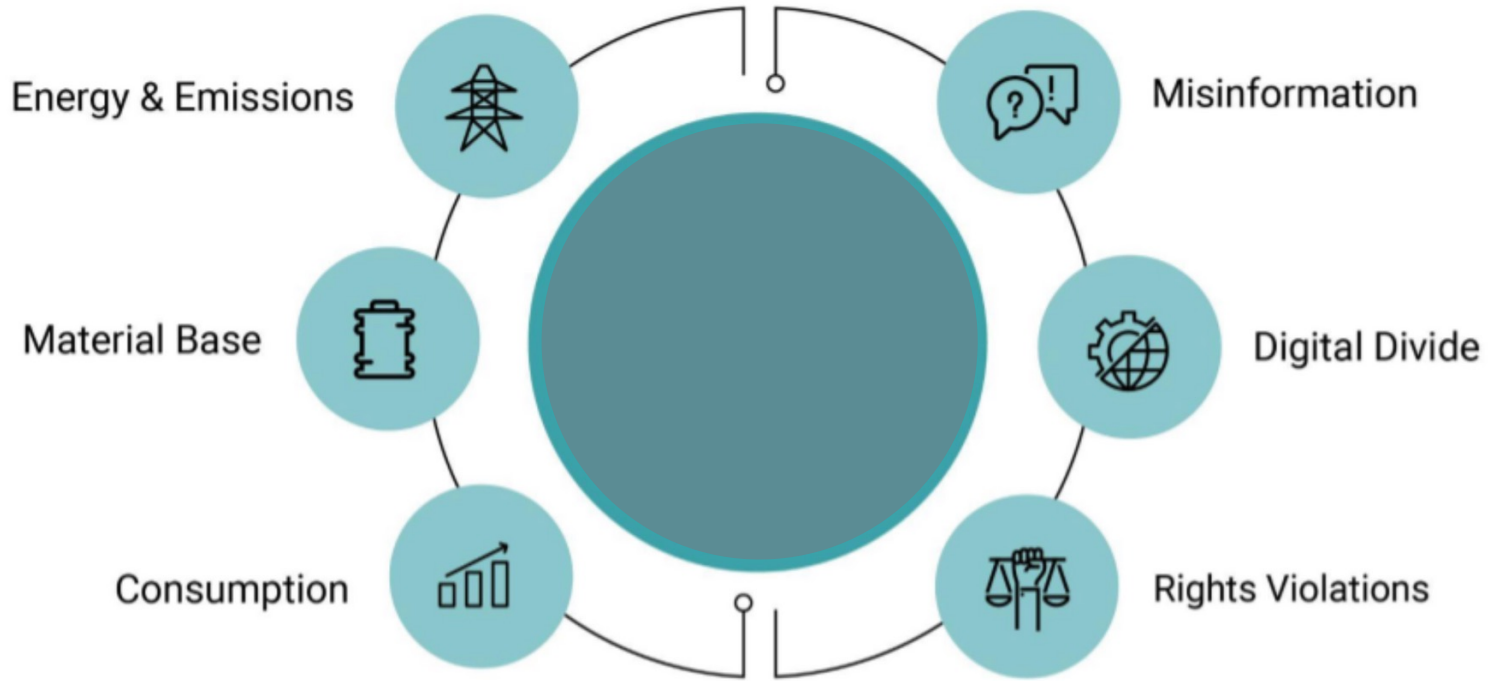
6

RIGHTS & PRIVACY

privacy

ethical usage data

vulnerable users: children

IMPACT OF DIGITAL

Energy & Emissions

Material Base

Consumption

Misinformation

Digital Divide

Rights Violations

source: https://www.sparkblue.org/CODES

SUSTAINABLE TECH

Low energy
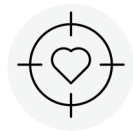Low carbon development, green hosting

Long lifecycle
Hardware designed to last
Long software support

Inclusive
Leave no one behind
(private & professional)

With a sustainable goal
To improve the lives of many

"THERE ARE NO PASSENGERS ON SPACESHIP EARTH. WE ARE ALL CREW."

www.kamon.be

Business Architecture as driver of Sustainability

QUESTION

Do you integrate ESG initiatives in your project portfolio management? If yes, how?

Do you use Business Architecture to enable sustainability in your company?

Upgrade the level of thinking – to change the paradigm

You can not solve a problem with the same level of thinking that created it.
Albert Einstein
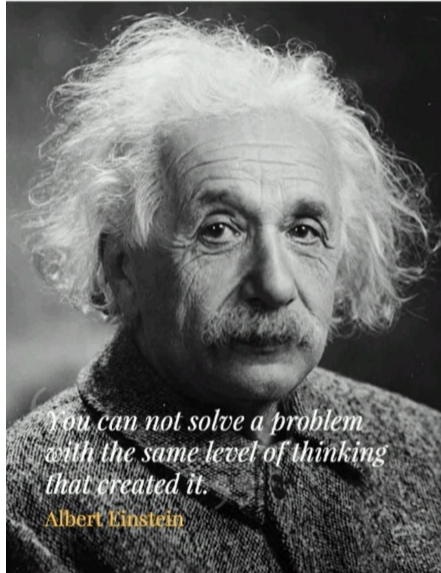
- **Sustainability**
  - Fulfilling the needs of current generations without compromising the needs of future generations.
  - We want a different future with focus on a sustainable design of ESG: Environment - Socials - Governance
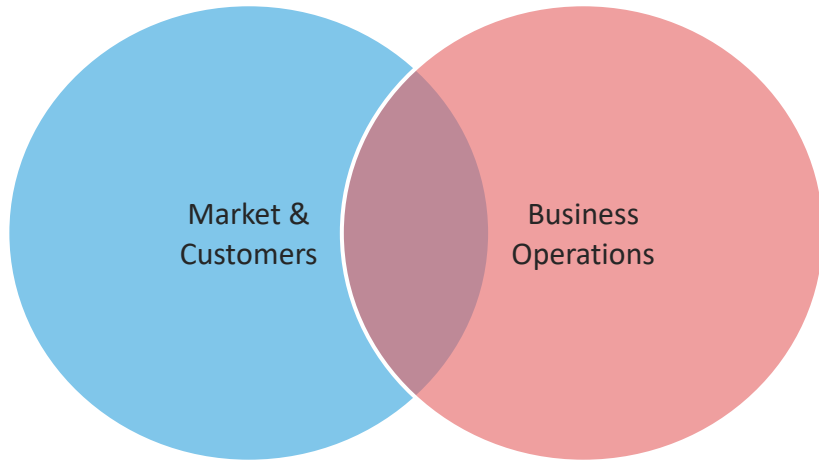- **Business Architecture**
  - As a subset of Enterprise Architecture, BA has a focus on providing the big-picture perspective and heatmapping
  - Change the way we perceive and achieve value through out corporate design and business change
  - Where to change, why and how…
- **Strategic alignment**
  - Is a key practice of Enterprise Architecture aligning business architecture findings with development funnel
  - To get stuff from plan to reality aligned with overall objectives

The Business Side of EA -

Business Architecture

Market & Customers

Business Operations

Aligns with EA to provide one shared repository of meta-data and information assets

It aims for the "big picture" to "bridge the gap" between current and future business

Business Architecture is tactical and strategic

It unifies the offerings to customers

Is high-level, logical and conceptual

It re-uses artefacts to express decision insights for planning and business development

It connects to other EA artefacts such as applications, investments, business processes
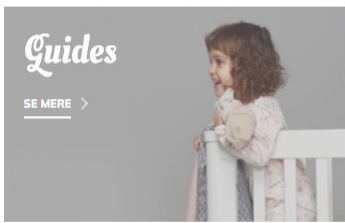
At best, it re-uses EA relationships to map the business architecture "at lowest level"

Business Architecture as enabler of Sustainability

Re-imagine

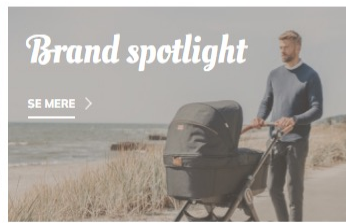Working with Sustainability, inclusion and other new directions requires a new mindset, it requires you to fundamentally re-imagine a new set of business offerings that will offer value in the future.

Re-think

Re-think or provide a business design for the new set of offerings, that will enable the Partner/Customer network. Redesign your business – document the value flows

Re-align

Make sure the monthly, quarterly or annual cycles for evaluating initiatives and new investments are augmented to support the new direction alongside tactical and operational duties

Re-work

Business Analysts do this everyday..
Analyzing business processes to form new requirements that can help the business operations to perform better.

BabySam

Fortæl os hvad du mangler…

FIND BUTIK   SIDST SETE   LOG IND   FAVORITTER   0,00 DKK

INSPIRATION   VOGNE   AUTOSTOLE   TØJ & SKO   VENTETID & BARSEL   UDSTYR   LEGETID   MØBLER   INDRETNING & TEKSTIL   SPISETID & PLEJE   MÆRKER   OUTLET

Guides
SE MERE

BabySnak
Fra graviditet til tumling
SE MERE

Familieliv
Inspiration og gode råd til livet med børn
SE MERE

Brand spotlight
SE MERE
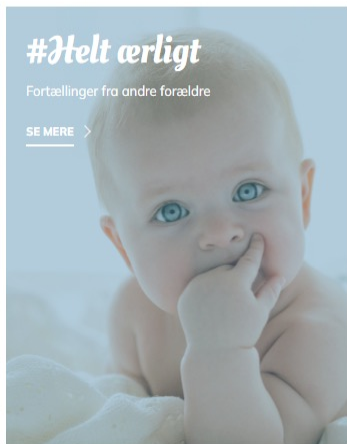
Events
Online og i butik
SE MERE

#Helt ærligt
Fortællinger fra andre forældre
SE MERE

Shop her

Spar 25% på masser tøj
Fra bl.a. Wheat, hummel & Lil' Atelier

Vær'sko 25% på masser sko
Fra bl.a. Bisgaard, hummel & Wheat

Flyverdragter i friske farver
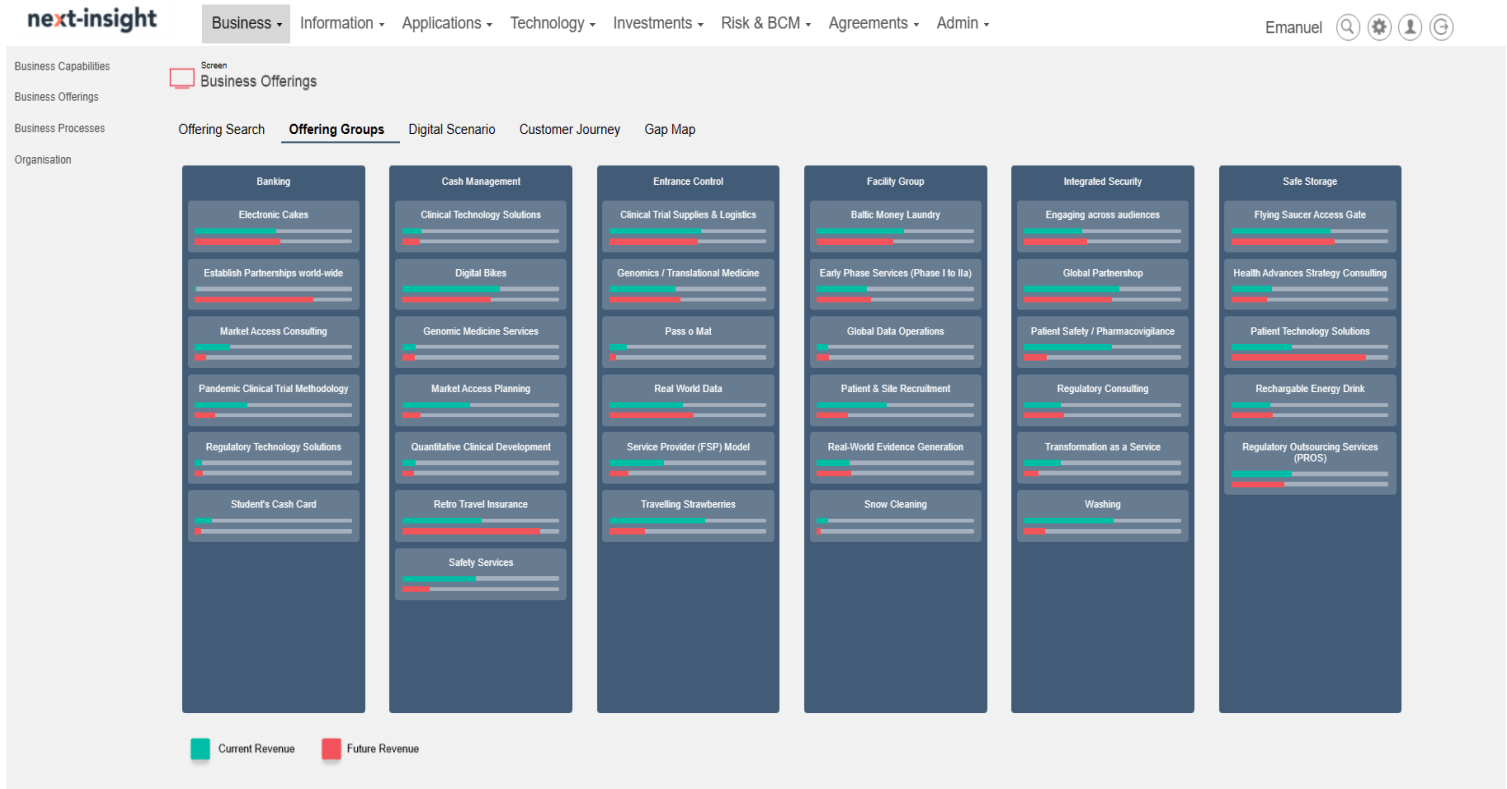Fra LEGO Wear
Nu kun 799,-
Før 999,-

Klædt på til kulde & vinter
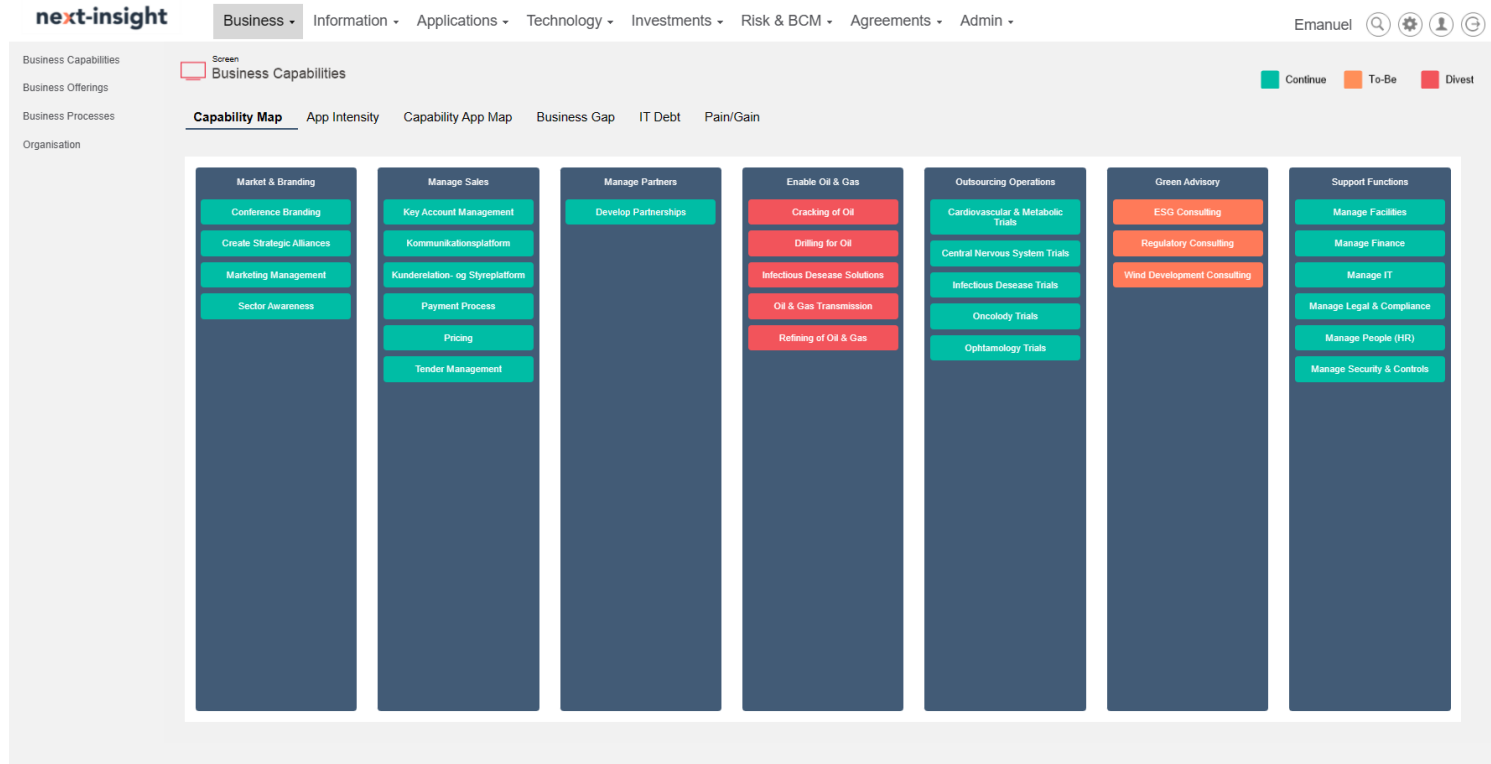Tilbud på masser flyverdragter og vinterjakker.
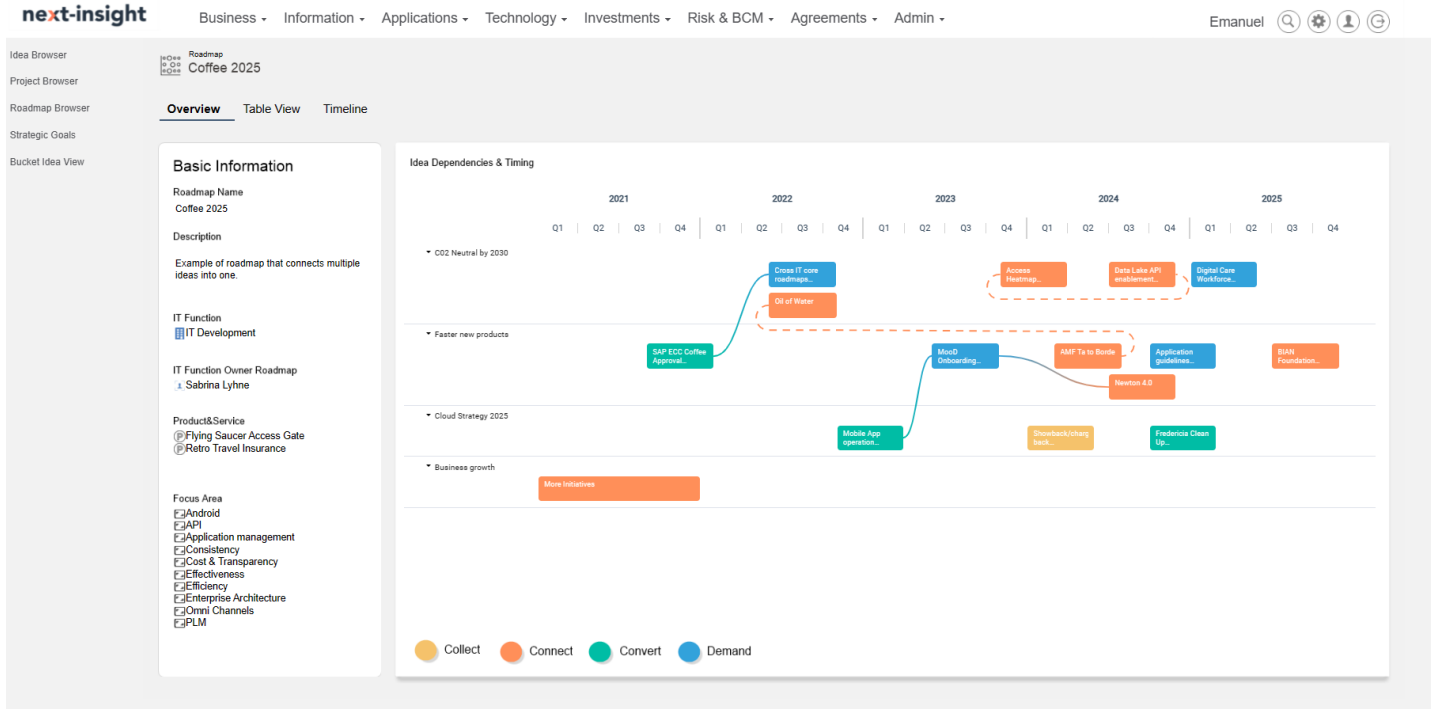Spar 25%

Key elements of Business Architecture

Key elements of Business Architecture

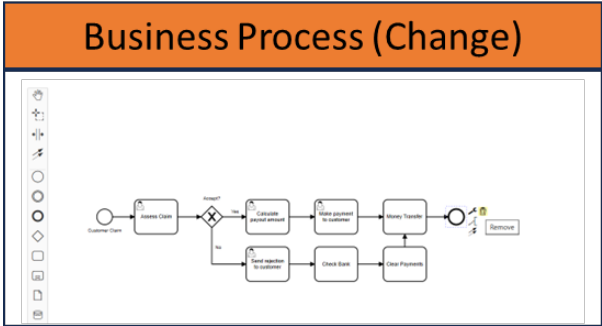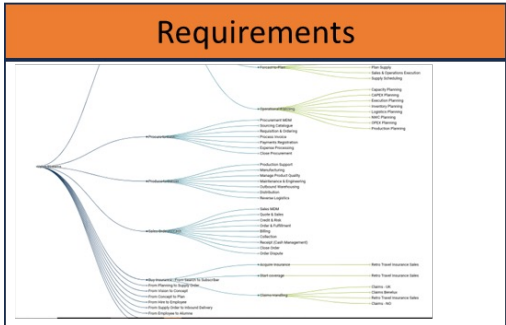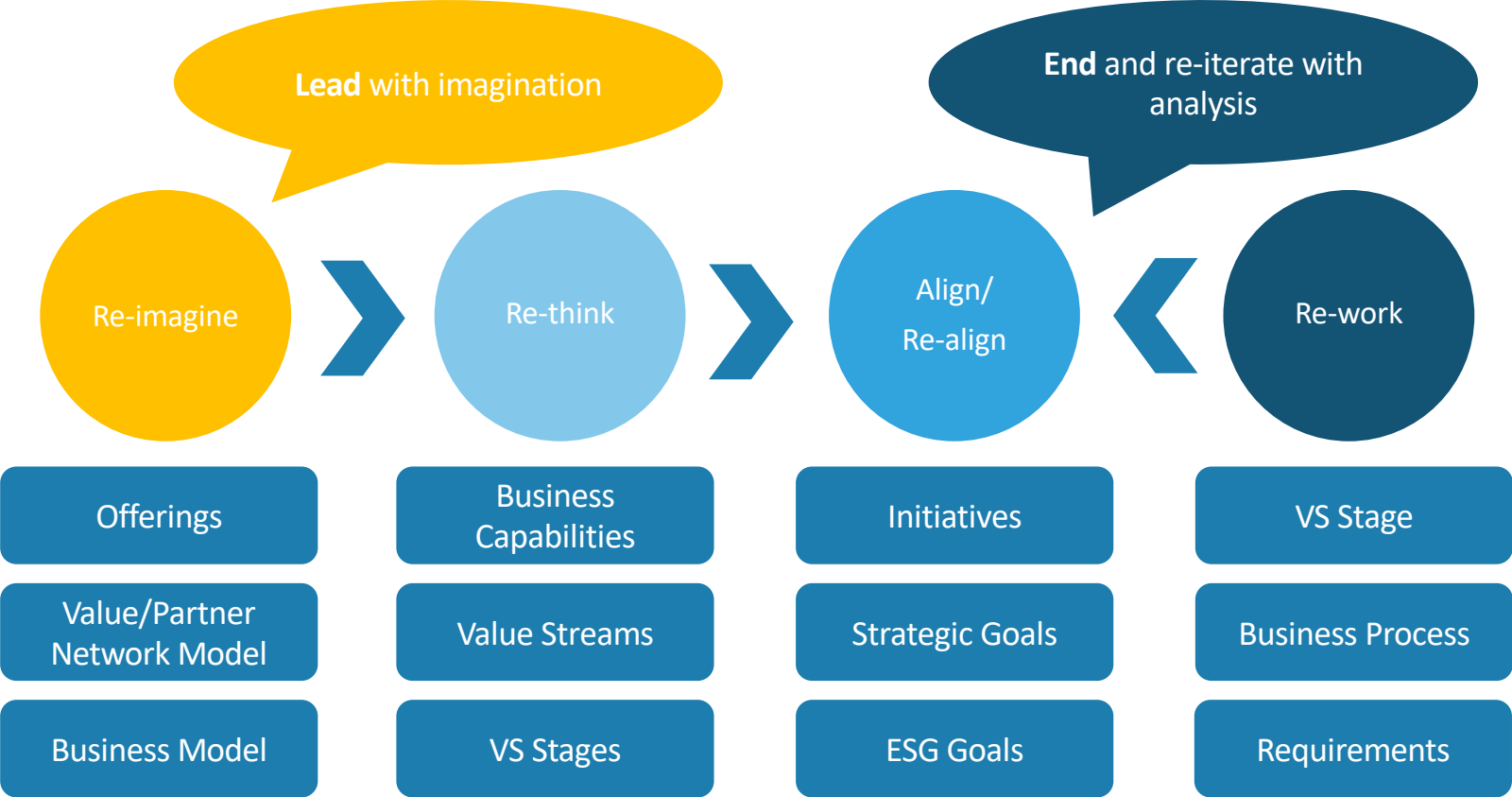Re-think

Key elements of Business Architecture

Align/
Re-align

Key elements of Business Architecture/Analysis

Re-work

Offering (Business Service)

Business Process

Requirements

Requirements

Business Process (Change)

Reviewing Sustainability in terms of EA/BA

Lead with imagination

End and re-iterate with analysis

Re-imagine → Re-think → Align/Re-align ← Re-work

Re-imagine	Re-think	Align/Re-align	Re-work
Offerings	Business Capabilities	Initiatives	VS Stage
Value/Partner Network Model	Value Streams	Strategic Goals	Business Process
Business Model	VS Stages	ESG Goals	Requirements

How Business Architecture solves Sustainability
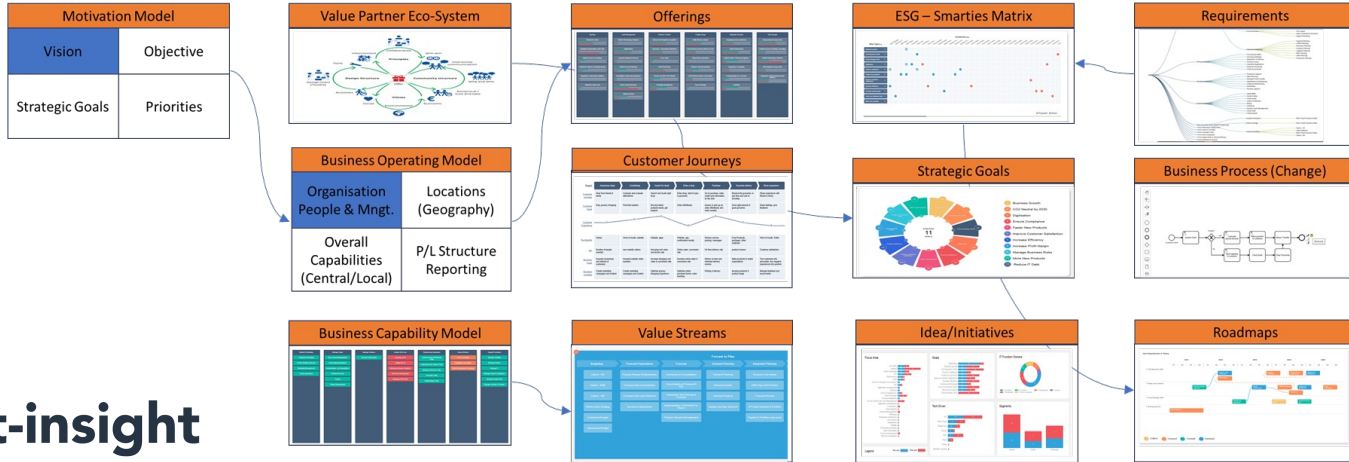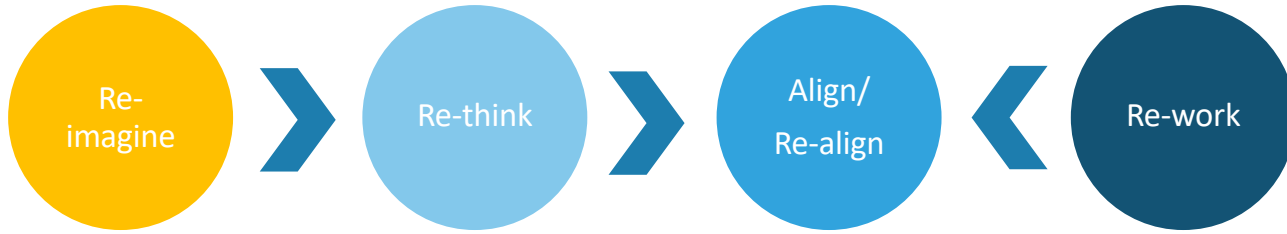
Sustainability Requirements

QUESTION

Who knows already something about sustainability requirements?

a Guide to the Business Analysis Body of Knowledge® (*BABOK® Guide*) v3 (April 2015)

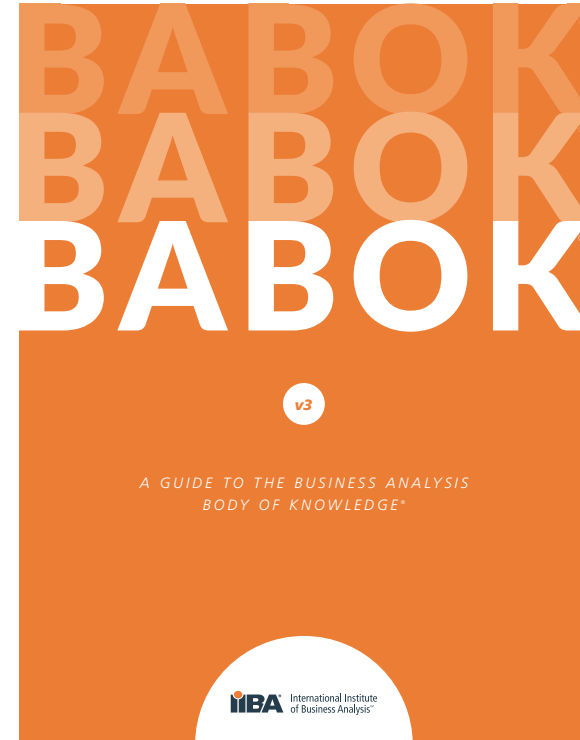- the only globally recognised standard for the practice of business analysis

- essential resource defining skills and knowledge required by business analysis professionals

- reflects collective knowledge of the global business analysis community

- provides a consensus-based description of business analysis

The Business Analysis Standard
(November 2022)

- foundation of professional business analysis

- summary of concepts + proven practices as the benchmark for creating business value proposition(s)

- co-created and reviewed with IIBA's global business analysis community

Requirements - Definition

- a requirement is a usable representation of a need
- requirements focus on understanding what kind of value could be delivered when fulfilled

BUSINESS REQUIREMENTS

DEFINITION

- statements of goals, objectives, and outcomes that describe why a change has been initiated
- can apply to the whole of an enterprise, a business area, or a specific initiative

EXAMPLE

- as a leading food retailer, we want to create new business by profiling us as a company that cares about people with food constraints, no matter if those exist because of medical (e.g. allergies, intolerances) or religious (e.g. kosher, halal) reasons, or because of personal conviction or lifestyle (e.g. vegetarian, vegan)

STAKEHOLDER REQUIREMENTS Key Word: **WHAT**

DEFINITION

- needs of stakeholders that must be met in order to achieve the business requirements
- may serve as a bridge between business and solution requirements

EXAMPLE

- as a consumer with food allergies, I want to find effortlessly recipes that take those food allergies into account, so that I can enjoy the preparation of a meal instead of focusing on my restrictions

SOLUTION REQUIREMENTS

DEFINITION

- describe the *capabilities* and *qualities* of a solution that meets stakeholder requirements

- provide the appropriate level of detail to allow for the development and implementation of the solution

- two known sub-categories:
  - *functional requirements*: describe the *capabilities* that a solution must have in terms of the behavior and information that the solution will manage
  - *non-functional/quality/service requirements*: describe *conditions* under which a solution must remain effective or *qualities* that a solution must have

EXAMPLE

- create a website where the consumer can create an account where he/she can
  - predefine a food profile
  - easily find recipes that meet the food profile
  - map the recipes with our products
  - make a shopping list

- the website should be secure and responsive

TRANSITION REQUIREMENTS

Key Word: **CHANGE**

DEFINITION

- describe the capabilities that the solution must have and the conditions the solution must meet to facilitate transition from the current state to the future state, but which are not needed once the change is complete

- differ from other requirement categories since they are of a temporary nature

- address topics such as data conversion, training, and business continuity

EXAMPLE

- set up a marketing campaign to promote the new website that will be available on smartphone, tablet and computer

SUSTAINABILITY REQUIREMENTS

Key Words: **INCLUSION & WELLBEING**

DEFINITION

- assessment and description of goals connecting business, stakeholder, or solution requirements to an organisation's sustainability objectives, with sustainability in an environmental / ecological as well as in the social / ethical context
- describe how a business area or a specific initiative will deliver on those objectives

EXAMPLE

- as a leading food retailer wanting to contribute to a sustainable future, we want to:
  - minimise as much as possible the ecological footprint of the whole organisation, including our products
  - make sure our products are created and distributed in social and ethical conditions

SUSTAINABILITY REQUIREMENTS

- as a leading food retailer wanting to contribute to a sustainable future, we want to:
  - minimise as much as possible the ecological footprint of our products
  - make sure our products are created and distributed in social and ethical conditions

STAKEHOLDER REQUIREMENTS

- as a conscious consumer wanting to contribute to a sustainable future, I want to purchase products with a minimal ecological footprint and produced and distributed in good social and ethical conditions for the people involved
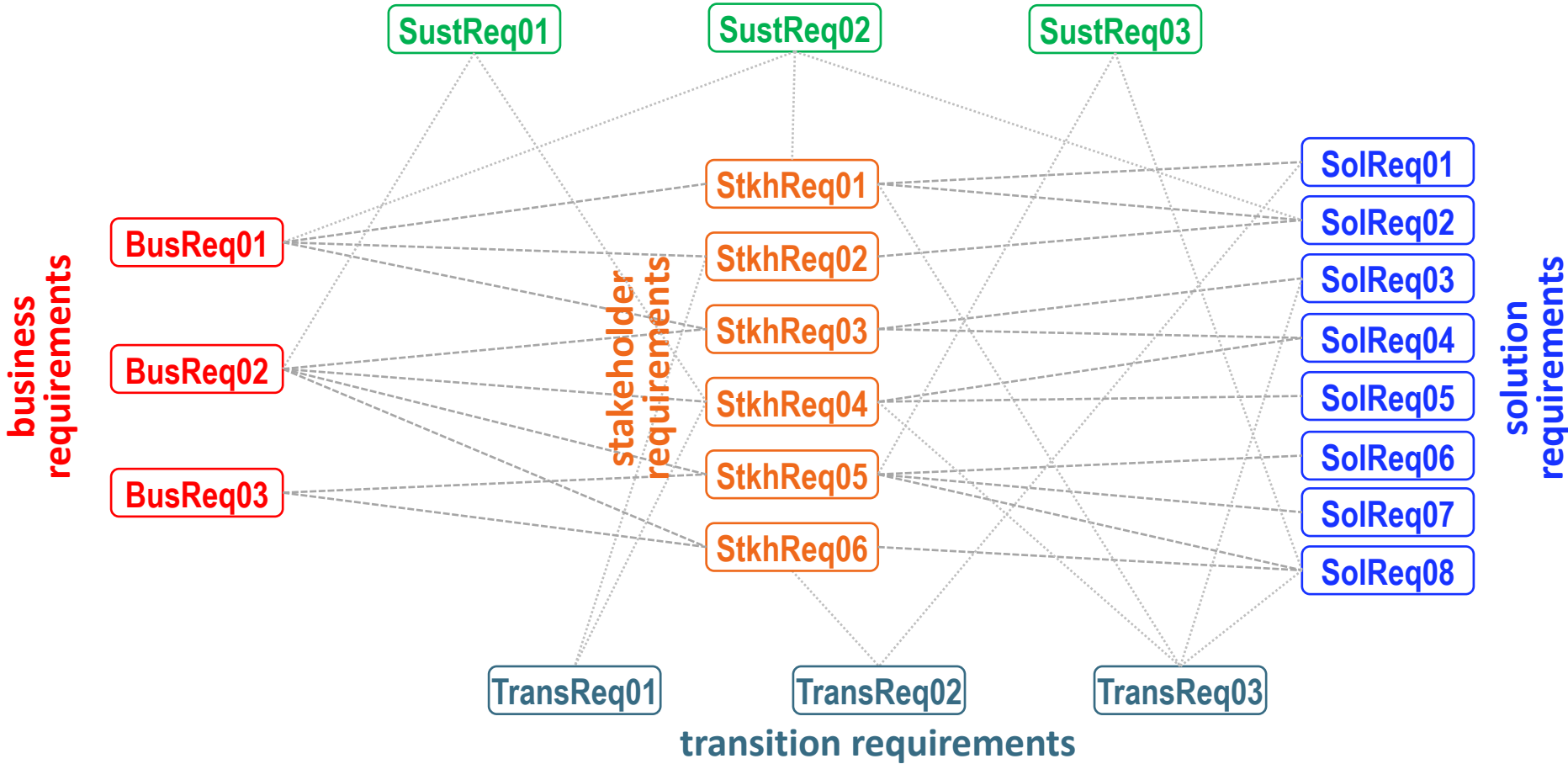
BUSINESS REQUIREMENTS

- as a leading food retailer wanting to contribute to a sustainable future, we want to inspire our customers to purchase more sustainable products
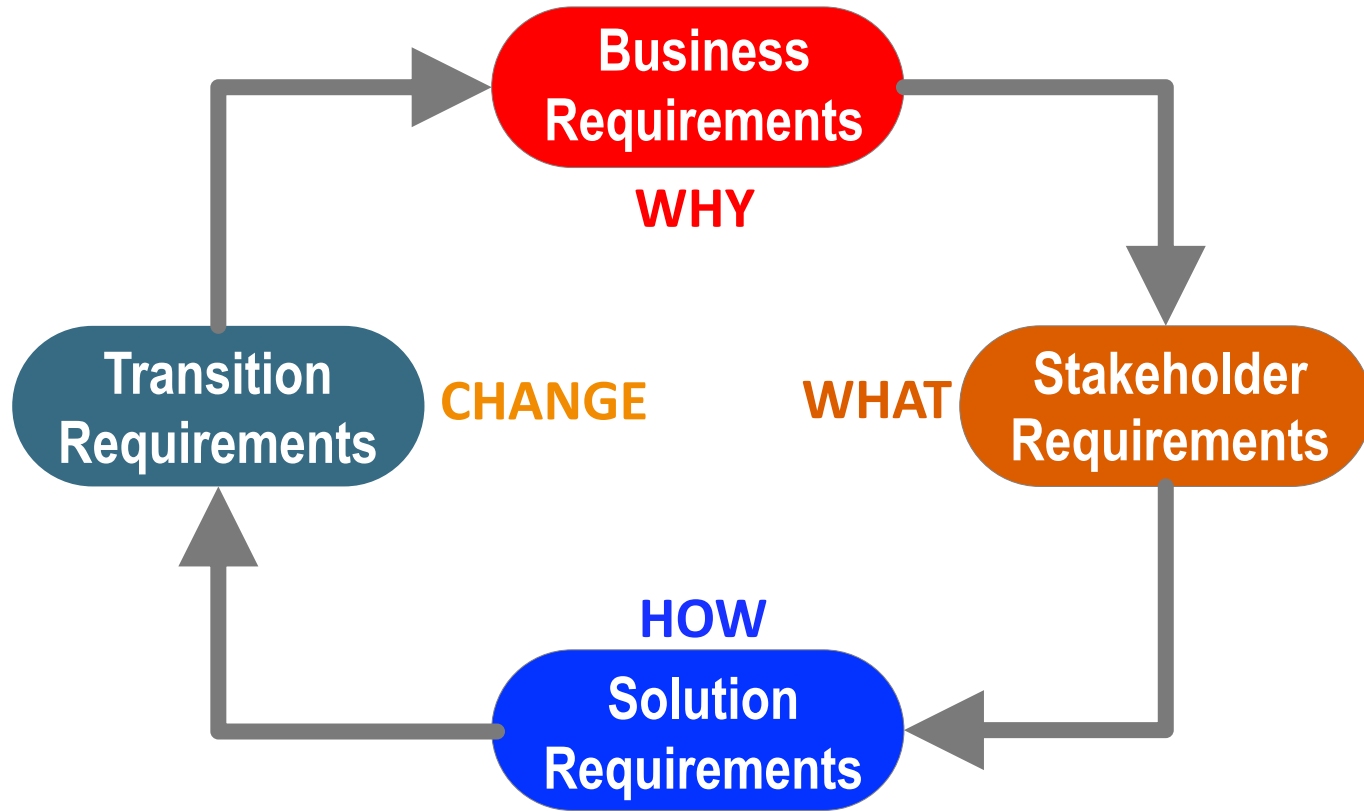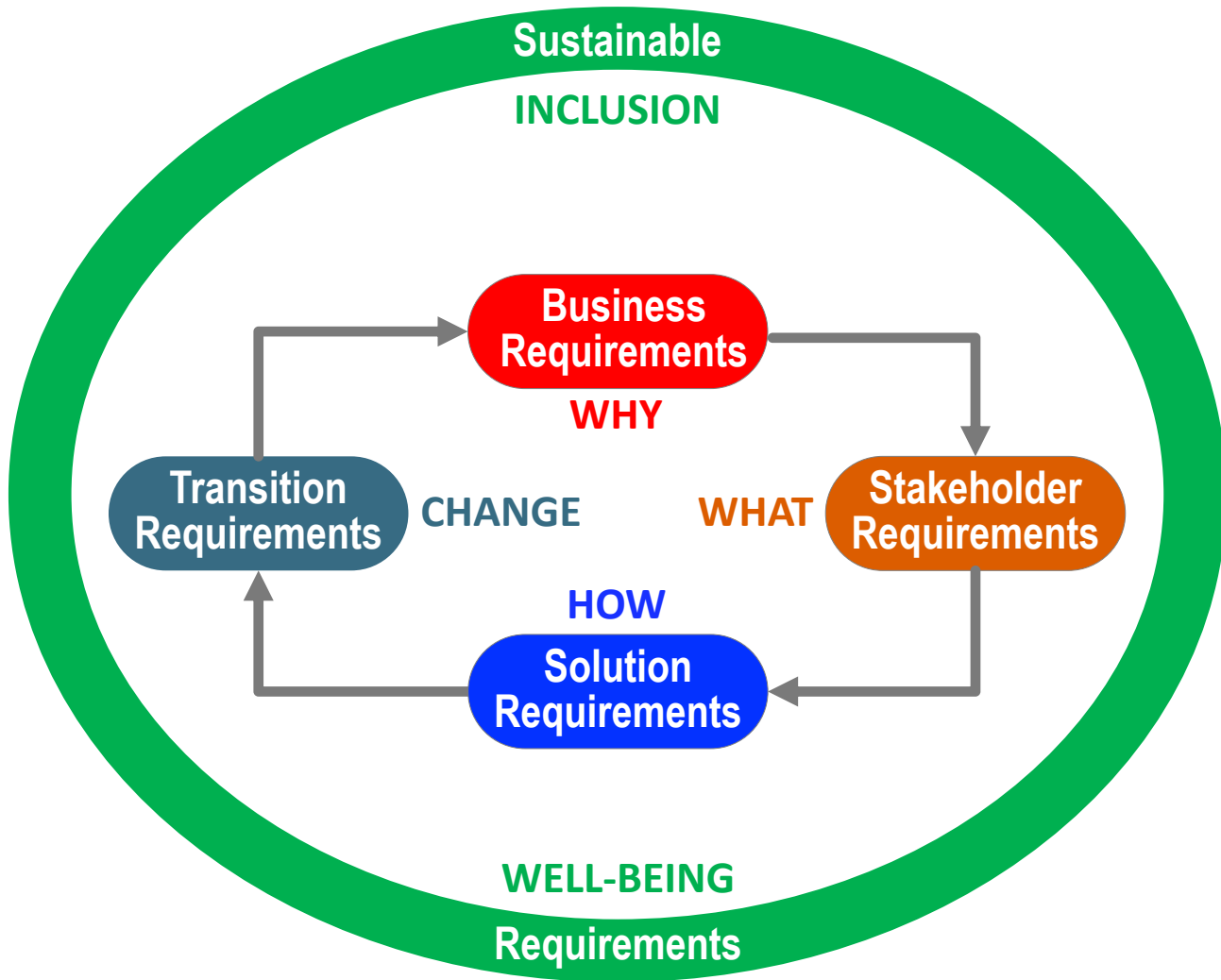
SOLUTION REQUIREMENTS

- design a sustainability score (environmental / ecological + social / ethical) of our products (in collaboration with partners / supply chain?)
- show alternative products with a better sustainability score

sustainability requirements

SustReq01 SustReq02 SustReq03

business requirements

BusReq01 BusReq02 BusReq03

stakeholder requirements

StkhReq01 StkhReq02 StkhReq03 StkhReq04 StkhReq05 StkhReq06

solution requirements

SolReq01 SolReq02 SolReq03 SolReq04 SolReq05 SolReq06 SolReq07 SolReq08

transition requirements

TransReq01 TransReq02 TransReq03

requirements classification schema

inspiration + reference material

- Stockholm Resilience Centre:
  https://www.stockholmresilience.org

- Doughnut Economics Action Lab:
  https://doughnuteconomics.org

- The Coalition for Digital Environmental Sustainability (CODES):
  https://www.sparkblue.org/CODES

- Principles for Digital Development:
  https://digitalprinciples.org

- Online Training Digital4Sustainability (United Nations):
  https://www.unssc.org/courses/digital4sustainability-learning-path

inspiration + reference material

- Greenwash Explained with Hamsters:
  https://www.waterbear.com/watch/greenwash-explained-with-hamsters

- *BABOK® Guide*:
  https://www.iiba.org/career-resources/a-business-analysis-professionals-foundation-for-success/babok/

- The *Business Analysis Standard*:
  https://www.iiba.org/career-resources/a-business-analysis-professionals-foundation-for-success/the-foundation-for-effective-business-analysis/

Questions?
Thoughts?
Comments?

IIBA®

Nikolaas - 2019

Bart - 2023

Patsy - 2010

Stefan - 2010

Liza - 2023

Ann - 2019

Branka - 2023

Filip - 2010

Filip - 2016

Kristof - 2019

Iris - 2021

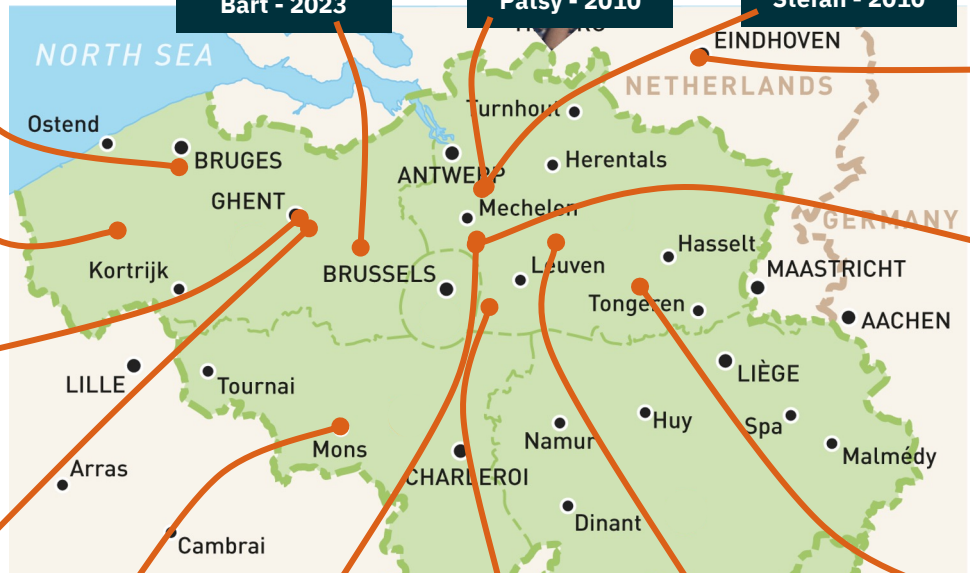Tim - 2023
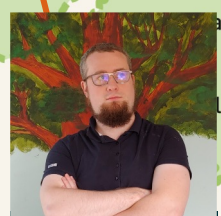
Nils - 2023

Joris - 2010

Robin - 2019

Ann - 2019

NORTH SEA

NETHERLANDS

EINDHOVEN

Turnhout

Herentals

ANTWERP

Mechelen

Ostend

BRUGES

GHENT

Hasselt

MAASTRICHT

Leuven

GERMANY

Kortrijk

Tongeren

AACHEN

LILLE

Tournai

LIÈGE

Mons

Huy

Spa

Namur

Malmédy

Arras

CHARLEROI

Cambrai

Dinant

CROATIA

ZAGREB

ZADAR

SPLIT

PLOCE

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