Abstract

The business strategy is input to many activities of architects. Lack of clear strategy complicates the work of architects. At the other hand architects need to contribute to the creation and evolution of the business strategy. We discuss several common methods and models to work on strategy, such as Strength, Weakness, Opportunity, and Threat Analysis, road mapping, and technology classification.
Some Basic Concepts

- **mission**
  - of the company

- **vision**
  - of the leader

- **strategy**
  - to fulfill mission
  - direction setting

- **tactics**
  - translation in actions

- **operation**
  - practical daily execution
BAPO framework

From: COPA tutorial; Philips SW conference 2001.

B  Business
A  Architecture
P  Process
O  Organization

From: COPA tutorial; Philips SW conference 2001.
**SWOT analysis**

<table>
<thead>
<tr>
<th><strong>Strengths</strong></th>
<th><strong>Weaknesses</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>build upon</td>
<td>cope with</td>
</tr>
<tr>
<td>select</td>
<td>mitigate</td>
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<tr>
<td><strong>Opportunities</strong></td>
<td><strong>Threats</strong></td>
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</tbody>
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Core, Key, and Base Technologies

- Core
- Key
- Base

Technology life cycle:
- Own value
- Critical for final performance
- Commodity

Strategies:
- make
- outsource
- buy
- refer customer to 3rd party

Partnering
Examples of Business Models

- Pay for product
- Pay for accessories (cell phone, MP3 cases, skins, etc.)
- Pay per use (per printed page, per accessed image)
- Pay for service (imaging, printing)
- Pay for capability (diagnosis, booklet)
- Pay as part of subscription (telecom)
- Pay for content (music, movies, eBooks)
- Pay for consumables (ink, toner)
- Advertizing company pays (Google)
- Insurance pays (health care)
Where in the Value Chain?

- technology provider
- component provider
- device supplier
- system supplier
- solution provider
- service provider
- capability provider
- consumer
- accessory supplier

- tool supplier
- competence provider
- infrastructure provider
- content provider
- content creator
- content publisher
- content provider

Business Strategy; Methods and Models
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BSMValueChain
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