Real Estate Business
Enterprise Architecture Reference Model
地产行业企业架构参考模型

Version 3 (O2O), Apr 2014
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1. Objectives 目的

We published a real estate Industry EA Reference Model in Jan 2014. (http://aea-hk.org/2014/01/27/real-estate-business-enterprise-architecture-reference-model/) Based on this original model, we posted a revised “to-be” model in Feb 2014 to address some hypothetical business strategies changes in order to demonstrate Archimate’s ability to support TOGAF method. (http://aea-hk.org/2014/02/17/real-estate-industry-enterprise-architecture-reference-mode-version-2/) In view of the latest rapid eCommerce boom and its impact on commercial properties, we again developed a “future” model based on the original models to show how ArchiMate can facilitate business and IT strategic planning to response to such external environmental trend.

我们在14年1月上载了一个根据”传统”地产行业营运模式开发的企业架构参考模型到 AEA-HK 网页(http://aea-hk.org/2014/01/27/real-estate-business-enterprise-architecture-reference-model/)。在14年2月，我们基于这个原始模型，又上载了一个为实现某些假设新业务策略而订定的”目标”模型，来证明 Archimate 支持 TOGAF 方法的能力(http://aea-hk.org/2014/02/17/real-estate-industry-enterprise-architecture-reference-mode-version-2/)。由于电子商贸急速冒起，对商业地产带来深远影响，我们再开发了一个”未来”模型来展示 ArchiMate 如何帮助业务及讯息科技企划，应对这些外部环境趋势。
1. Objectives 目的

The following list of recommendation for shopping malls to response to the rising trend of eCommerce is a summarization of some publicly available information regarding the future of shopping and retail. Please be reminded that the validity and the completeness of this list will not be a concern here. The focus of this study is to show how TOGAF and ArchiMate, as enterprise architecture method and modeling tool, can support the communication, discussion and planning of the required business and IT changes to realize these requirements.

下面建议是综合一些公开渠道取得有关购物、零售及商场如何应对电子商贸冒起的信息而成。请注意，这里将不评论这些关于商场前景的意见是否正确，或建议是否全面。本文只聚焦 TOGAF 及 ArchiMate 作为企业架构和建模工具，在实现这些建议的过程中，如何支持相关业务及信息科技演变的沟通，讨论和企划，。
1. Objectives 目的

Online to Offline, Retail 3.0 Reference:


Hawkins Strategic, “Retail 3.0” http://www.hawkinsstrategic.com/hs/Retail_3.0.html


http://www.twistimage.com/blog/archives/do-shopping-centers-have-a-future/

Mobile Marketer, “Contemplating the future of shopping malls”
http://www.mobilemarketer.com/cms/opinion/columns/16202.html


British Council of Shopping Centres, “The Future of Retail Properties”
https://www.bcsc.org.uk/research/FORP/reports/FORP_Report09_ES.pdf

ChinaAbout.net “What is O2O stand for? What are the differences between O2O, B2C and C2C?”
http://www.chinaabout.net/o2o-stand-for-differences-o2o-b2c-c2c/

Shopping malls are recommended to:

1. Collaborate with tenants to engage customer any time, any where through their mobile devices or digital storefront.
2. Integrate with tenants’ CRM and POS systems to provide personalized product information and offers.
3. Show available offers in the mall according to customers’ buying list input through mobile devices.
4. Provide value added services like temporally storage, pick-up and delivery.
5. Integrate tenants’ application systems to provide Location Based Services.
6. Organize mall events and activities which enrich shopping trip into enjoyable social and leisure experience.
7. Deliver mall promotions, events and activities information through mobile devices or digital signage.
8. Offer flexible leasing terms other than fixed 1/2/3 years contract.

建议商场:

1. 与租户合作，在任何时间地点，经由移动装置或电子店面，跟顾客切入互动。
2. 整合租户 CRM/POS 系统数据，向顾客提供个人化产品及服务信息。
3. 基于顾客由移动装置输入的采购清单提供个人化产品及服务选择。
4. 提供例如暂托、收取及送递等增值服务。
5. 整合租户系统，提供位置相关服务。
6. 组织商场节目及康乐活动，丰富购物旅程成为开心的社交及消闲体验。
7. 经由移动装置或数字标牌传递商场推广、节目及活动信息。
8. 提供固定一、二、三年以外更弹性的租赁条款。
2. Motivation View 动机视图

2.1 Motivation View to reflect new business strategies 新业务策略的动机视图:

- Assessment 评估
- Driver 驱动力
- Goal 目标
- Requirement 要求
2. Motivation View 动机视图

2.2 Requirement Realization View 要求实现视图：“

- Shopping Mall
- Build New Capabilities
- Service Management
- Personalized Offer
- Location Based Services
- Collaborate with Tenant to Deliver O2O Services
- All Process & Systems must comply with Privacy Law
- Dynamic Floor Space Management
- Shop Unit Modification
- Offline Shopping Services
- Personalized Promotion Offer
- Customer Engagement Services
- Location Based Services
- O2O Shopping Experiences Services
- O2O Shopping System
2. Motivation View 动机视图

2.2 Requirement Realization View: Implementation 要求实现视图：实施
3. Business Architecture 业务架构

3.1 Organization View 组织构成视图

3.2 Product View 产品视图

3.3 Process View 业务流程视图

3.4 Services Realization View 服务实现视图

Please refer the Version 1 as-is model:

And the Version 2 to-be model:
3. Business Architecture 业务架构

3.1 Organization View 组织构成视图

3.2 Product View 产品视图

3.3 Process View 业务流程视图

3.4 Services Realization View 服务实现视图

No Change except 3.1.2
3. Business Architecture 业务架构

3.1.2 Group Organization 集团组织
3. Business Architecture 业务架构

3.1 Organization View 组织构成视图

3.2 Product View 产品视图

3.3 Process View 业务流程视图

3.4 Services Realization View 服务实现视图

No Change except 3.2.1, 3.2.2
3. Business Architecture 业务架构

3.2.1 Product: Mall / Office Tenants’ Viewpoint 产品: 租户视角
3. Business Architecture 业务架构

3.2.2 Product View: Shopping Mall Customer Viewpoint 产品:商场顾客视角
3. Business Architecture 业务架构

3.1 Organization View 组织构成视图

3.2 Product View 产品视图

3.3 Process View 业务流程视图

3.4 Services Realization View 服务实现视图

Change 3.3.3 and Add 3.3.7
3. Business Architecture  业务架构

3.3.3 Asset Management  资产管理
3. Business Architecture 业务架构

3.3.7 Events & Activities Management 节目及活动管理
3. Business Architecture 业务架构

3.1 Organization View 组织构成视图

3.2 Product View 产品视图

3.3 Process View 业务流程视图

3.4 Services Realization View 服务实现视图

Add 新增 3.4.5, 3.4.6
3. Business Architecture 业务架构

3.4.5 Services Realization: Offline Shopping Services 服务实现: 离线购物服务
3. Business Architecture 业务架构

3.4.6 Services Realization:
Cultural, Social, Community & Leisure Events / Activities Services 社区文化, 社交及休闲活动

[Diagram of Services Realization]
4. Information System Architecture 系统架构

4.1 Application Usage View 应用系统使用视图

4.2 Layered View 层次关系视图

4.3 Data Integration 数据整合

4.4 Information Structure 数据构造
4. Information System Architecture 系统架构

4.1 Application Usage View 应用系统使用视图

4.2 Layered View 层次关系视图

4.3 Data Integration 数据整合

4.4 Information Structure 数据构造

Add 4.1.6
3. Business Architecture 业务架构

4.1.6 Application Usage View: O2O Shopping System 应用系统使用: O2O购物系统
4. Information System Architecture 系统架构

4.1 Application Usage View 应用系统使用视图

4.2 Layered View 层次关系视图

4.3 Data Integration 数据整合

4.4 Information Structure 数据构造

No change except 4.2.2
4.2.2 Layered View: Shopping Mall Customer

商场顾客
4. Information System Architecture 系统架构

4.1 Application Usage View 应用系统使用视图

4.2 Layered View 层次关系视图

4.3 Data Integration 数据整合

4.4 Information Structure 数据构造
4. Information System Architecture 系统架构

4.3.1 Data Integration 数据整合
4. Information System Architecture 系统架构

4.1 Application Usage View 应用系统使用视图

4.2 Layered View 层次关系视图

4.3 Data Integration 数据整合

4.4 Information Structure 数据构造
4. Information System Architecture 系统架构

4.4.1 Information Structure 数据构造

Class Diagram

- Construction Project 建筑项目
- Asset / Project 资产项目
- Project Manager 项目经理
- Employee 雇员
- Event Manager 事件经理
- Event 事件
- Mall Customer 商场顾客
- Customer 顾客
- Residential Property Buyer 住宅买家
- Tenant 租户
- Trade 行业
- Facility 设施
- Works Order 工单
- Building 大楼
- Shopping Mall 商场
- Residential Building 住宅
- Office Building 办公楼
- Unit 单元
- Shop / Office Unit 店铺 / 办公楼单元
- Lease 租赁
- Trade Mix 行业组合
- Tenancy Agreement 租赁合同
- Letter of Intent 意向书
- Flat Unit 住宅单元
- Shop at 购物
- take place at 举办
- buy / own 购买 / 拥有
- manage 管理
- own 拥有
- belong to 属于
- shopping at 购物
- serve 服务
- entertain 娱乐
- driver 交付
- build 建造
- maintain / repair 维护维修