Leveraging Business Architecture for Business Transformation

Business Architecture Innovation Summit
3-26-2014

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Agenda

+ Historical Context: Business Architecture 2009
+ Recent Progress: Business Architecture 2010 – 2013
  - Initial Business Transformation Planning Sprints
+ Current Business Architecture Focus Areas 2014
  - Business Solution Design
  - Portfolio Business Impact and Analysis
  - Project Business Analysis and Requirements Management
+ Future Business Architecture Opportunities
In 2009, the Business Architecture practice did not exist, but we had a mature IT oriented Enterprise Architecture practice

- Robust set of technology architectures, patterns, solutions and standards
- Technology-centric planning service
- Extensive IS engagement but minimal business engagement
  - Projects funded and launched before Enterprise Architecture (EA) engagement
  - EA had a road-blocker reputation in the business community
In 2010, my company needed to accelerate change to successfully compete in a fluid and fast-changing environment

+ Unprecedented amount of disruption in the health care industry
  - Patient Protection and Affordable Care Act
  - Health Care and Education Reconciliation Act of 2010
+ Significant corporate changes
  - New CIO and CEO
  - New business strategies
I will use this enterprise planning cycle to describe how our Business Architecture Practice evolved over the past several years.
The EA Team responded to this urgent need for change by developing a capability-based business transformation planning service.

The initial sprint focused on IT, and the methodology was adopted by the Divisions across the company from 2010 through 2013.
The business transformation methodology was implemented in a series of workshops that created specific planning deliverables.

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We adapted an Accelare Consulting methodology.
Our transformation approach was extremely successful and was implemented in divisions across the company

- Accelerated strategic realization: Topaz, FAI and NTT Partnerships, Care Management at the Point of Delivery PoC, etc…
- Improved strategic comprehension across the leadership team and down to the individual contributor
- Drove business-stakeholder ownership, clarity, focus, priorities, and plans
- Enabled cross-division, enterprise-level perspectives and collaboration
- Improved the planning competency across the leadership community
- Led to the creation of a new internal team: Business Architecture, Planning, Design and Analysis

* Featured in the Corporate Executive Board 2013 EA leadership development curriculum
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We are currently expanding on our initial success by improving the enterprise portfolio management and investment planning processes.
We are also leveraging our extensive set of models and planning materials to accelerate project execution and outcome realization.
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Our future focus includes the integration or creation of external models and enriching the existing business models.
To summarize, we initially focused on divisional transformation to meet urgent business demand and we are building on the initial success to improve adjacent enterprise planning processes.
Recommended Resources

+ Corporate Executive Board customers can download the BCBSNC business planning case study at: https://www.eaec.executiveboard.com/Members/ResearchAndTools/Abstract.aspx?cid=101221332&fs=1&q=bcbsnc&program=&ds=1

+ Accelare Consulting: www.accelare.com

+ Business Architecture Guild: www.businessarchitectureguild.org