Who is Accelare?

Business Architect Advocate

- **Writer:**
  - Currently publish the blog: The Business Architect
  - Have written over 50 research reports and articles for Forrester Research, Cutter Consortium and others

- **Speaker:**
  - Regularly speak at industry conferences, universities, user groups, and companies on the topics of strategy management, business architecture, and organizational innovation

- **Mentor:**
  - Work with a small number of business leaders and business architects to facilitate their growth and success
Enterprise Business Architecture Isn’t . . .

“In theory, there is no difference between theory and practice. In practice there is.”

Yogi Berra

Business architecture isn’t what you produce – its what you do

Mission: To solve complex business and organizational problems
You have a choice of where to work

Strategic Effectiveness

Operational Efficiency
We need to solve the real problem
Strategy execution is the **BIG** problem

- **37%** of executives say their companies are “very good or excellent” at strategy execution.
- Only **23%** blame current economic conditions as a major factor in their lack of execution.
- **53%** of implementers cannot state their company’s strategy in its entirety.

2010 HBR survey of 1,000 executives

- Many organizations don’t have a consistent way to even describe their strategy.
- **60%** of typical organizations do not link their strategic priorities to their budget.
- **66%** of HR and IT organizations develop strategic plans that are not linked to the enterprise strategy.
- **95%** of employees in most organizations do not understand their organization’s strategy.

Robert Kaplan, Harvard Business Review

We are really, **REALLY** bad at executing corporate strategy.
The organizational reality —
strategy diffusion
What’s the solution?
Strategy to execution management
THE PROCESS OF BUSINESS ARCHITECTURE
Clarify strategy
CREATE FOCUS AND CLARITY

Strategic intent
- Direction
- Aspiration
- Goals
Value map - Starbucks
NEW EXPERIENCE BY EMPHASIZING NEW ATTRIBUTES
Value map – IT Inc.
ALIGNING WITH BUSINESS INTERESTS

Start > Strategy > Value Map > IT Inc.

Business View

New IT

High

Low

Emphasis

Product Innovation
Identify New Opportunities
Lower Project Costs
Predictable Outcomes
Speed to Market
Operational Efficiency

IT View

High

Low
Identify capabilities
CAPABILITIES LINK STRATEGY TO ACTION

Capabilities:
• Create a common language for change
• Provide a foundation for assessment
• Identify investment priorities
• Create a leadership centric viewpoint of the organization
Capability map – IT Inc.
CREATE A BUSINESS VIEW OF THE OPERATING MODEL

1. Business Partnership Management
   - 1.1 Divisional Planning
   - 1.2 Support Business Process Reengineering
   - 1.3 Publish IT Performance (to Customers)
   - 1.4 Manage Customer Relationships
   - 1.5 Maintain Current State Models

2. IT Planning & Controls
   - 2.1 Manage EA
   - 2.2 Manage IT Standards
   - 2.3 Manage IT Governance
   - 2.4 Create Annual Plans
   - 2.5 Plan & Manage Research & Innovation
   - 2.6 Manage Policy

3. Program & Project Management
   - 3.1 Plan Portfolio
   - 3.2 Deliver Portfolio
   - 3.3 Manage Program & Project Standards, Methods & Governance
   - 2.4 Create Annual Plans
   - 3.5 Govern Portfolio & Delivery

4. IT Administration & Management
   - 4.1 IT Resource Management
   - 4.2 IT Performance Management
   - 4.3 Execute IT Controls
   - 4.4 IT Operational Planning
   - 4.5 Manage IT Services/Products

5. Solutions Delivery
   - 5.1 Deliver Solution Estimation & Impact Analysis
   - 5.2 Define & Manage Solution Architecture
   - 5.3 Conduct Requirements Management
   - 5.4 Conduct Solution Analysis
   - 5.5 Design Solutions
   - 5.6 Construct Solutions
   - 5.7 Test Solutions
   - 5.8 Design Audit, Review & Harvest
   - 5.9 Deploy Solutions
Assess capabilities
ASSESS BOTH VALUE AND PERFORMANCE

Capabilities are not all equal in their VALUE to the customer and/or financial performance ...

... or the same in terms of their effectiveness and efficiency
PERFORMANCE within the organization.

PERFORMANCE is significantly below what is needed given the VALUE of the capability to the firm

PERFORMANCE is below what is needed given the VALUE of the capability to the firm

PERFORMANCE is adequate given the VALUE of the capability to the firm
Capability assessment - IT Inc.
UNDERSTAND EACH CAPABILITY’S VALUE CONTRIBUTION
Capability assessment - IT Inc.
AND UNDERSTAND WHICH CAPABILITIES NEED OPERATIONAL IMPROVEMENT

1. **Business Partnership Management**
   - 1.1 Divisional Planning
   - 1.2 Support Business Process Reengineering
   - 1.3 Publish IT Performance (to Customers)
   - 1.4 Manage Customer Relationships
   - 1.5 Maintain Current State Models

2. **IT Planning & Controls**
   - 2.1 Manage EA
   - 2.2 Manage IT Standards
   - 2.3 Manage IT Governance
   - 2.4 Create Annual Plans
   - 2.5 Plan & Manage Research & Innovation
   - 2.6 Manage Policy

3. **Program & Project Management**
   - 3.1 Plan Portfolio
   - 3.2 Deliver Portfolio
   - 3.3 Manage Program & Project Standards, Methods & Governance
   - 3.4 Manage Requirements, Project Standards, Methods & Governance
   - 3.5 Govern Portfolio & Delivery

4. **IT Administration & Management**
   - 4.1 IT Resource Management
   - 4.2 IT Performance Management
   - 4.3 Execute IT Controls
   - 4.4 IT Operational Tactical Planning
   - 4.5 Manage IT Services/Products

5. **Solutions Delivery**
   - 5.1 Deliver Solution Estimation & Impact Analysis
   - 5.2 Define & Manage Solution Architecture
   - 5.3 Conduct Requirements Management
   - 5.4 Conduct Solution Analysis
   - 5.5 Design Solutions
   - 5.6 Construct Solutions
   - 5.7 Test Solutions
   - 5.8 Design Audit, Review & Harvest
   - 5.9 Deploy Solutions

**Heat Map Index**
- Meets or exceeds current needs
- Needs minor improvement
- Needs significant improvement

Plan and fund enhancements
CLOSE CAPABILITY GAPS
Invest where and when it matters
ALIGN CAPABILITY EVOLUTION TO MAXIMIZE BUSINESS VALUE

Phase 2: Build/Assemble/Implement New Model

Capability Gap Closure
- Project engineering and IMO coaching
- Project Budgets, ROI and Investment Roadmap
- BPR for major gaps that lack intentional design
- Sourcing Process and Contract Templates

Tactical Migration Support
- System integration, test plans, etc.
- Software prioritization
- Product Backlogs and Release Plans
- Decompose Business Processes to FlexCare workflows
- Develop Training Guides

Organization Design Implementation
- Location of Work execution (Service Centers, COE)
- Span of control/decision making
- Key roles gap assessment and plan
- PMO Development

Business Intelligence Transformation
- BI Competency Center Formation
- Enterprise Data Strategy & Design
- Enterprise Reporting Strategy & Design
Assess progress
RECOGNIZE THAT STRATEGIES ARE DYNAMIC

The role of the business architect is to get you where you want to be

- **Intended strategy**: What we’d like to happen
- **Deliberate strategy**: Top-down plans, statements, and initiatives
- **Unrealized strategy**: Things that are left behind
- **Emergent strategy**: The many day-to-day decisions and prioritizations that set direction
- **Realized strategy**: What actually occurs

Assess progress

**Assess progress**

**KEEP YOUR EYE ON WHAT MATTERS**

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**Metrics**

- **Change Acceleration Assessment**
  - Enables

- **Overall Investment Roadmap Health**
  - Delivers

- **Future State Metrics**
  - Yields

- **Bottom Line Benefits (Customer and Investor)**
  - Metrics

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Organizational measures that indicate our ability to sustain change

How are we executing our investment roadmap

Process and organization KPIs that correlate to our Value Map

Customer and Financial KPIs
S2E value proposition

- Focuses investments where they will have the most business impact
- Creates a direct line of sight from strategic intent to day to day activities
- Establishes a foundation for continuous improvement
- Increases employee engagement which drives innovation and productivity

Creates an integrated and ongoing role for BAs
Stay in touch

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Webinars: Quarterly business architecture oriented webinars
BA Tools: The Business Architect’s Toolkit
Questions