Aligning Design with Business Architecture

Creating the elusive 360 model of the business

Mike Clark, Business Designer
Traditional decision making environment
Traditional Business Focus Areas

A focus on long term planning

A need to understand the inner workings of the organisation

Greater focus on business operations vs. customers

Focused on delivering requirements vs. outcomes

Return on investment is tied to the longer term plan

Understand the key products of the organisation, and maximise the profit margin

Focused on driving shareholder value, with limited complexity
How has Architecture responded?
Build a bridge between all business areas
Adopted a variety of frameworks
Developed a **toolbox** of standards, methods and competencies
Built out the stock room of the business, which enables reuse, traceability and common language.
Used the stock room to create integrated viewpoints

Business Questions which can be answered:

What services does the business offer and which customer segments are they aligned with?
What are the business capabilities needed to deliver a service/product
How are the various projects impacting the business capabilities and what are the various project dependencies?
 Enabled the organisation to build holistic views

- Enabling business planning teams & executive teams to build strategies with a clear view of horizontal business impacts
- Enabling the business to prioritise business and IT transformation programmes
- Enabling rapid impact analysis, providing transparency into complex business challenges that cross business units boundaries.
- Providing a common language across the wider organisation.
Seems sensible, but then things changed....
The customer is now almost part of the organisation, they have the power to make or break an organisation.
A volatile, unpredictable economy, coupled with regulatory constraints are forcing organisations to change on a daily basis, whilst still trying to respond to customer needs.
New Business Focus Areas

A focus on short term adaptable planning, but still keeping a longer term view.

A need to understand the customer, and their needs, due to the power shift.

Greater focus on how the business is aligned to the customer needs.

Focused on delivering outcomes with a clear value.

Return on investment is aligned to every activity performed, and is realised almost daily.

Understand the key services, and products of the organisation, and maximise the customer experience.

Focused on driving many aspects of value i.e. customer, business, shareholder.
Customer and their needs?
The reason customers use our offerings, is to achieve needs in their lives. Without these needs, we would have no customers.
Customer as a person

- Identity
- Brand awareness
- Experience
- Journey
- Motivation
- Relationship
- Feeling
- Expectations

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Customers use a set of metrics (performance measure) to judge how well a need is being fulfilled and how an offering performs.
Customers are able to **interact** with the organisation through a **variety of channels**.

In some cases **the customer feels part of the organisation** due to the vast amount of information now available.
Customers now have so much choice, the brand message and customers perception of the organisation become more crucial.
Organisation and the customer aligned?
Have we solved the customer challenge?

Through all the efforts of architecture and standardisation, why do customers still feel frustrated?
The Gap

Customer Outside in

GAP

Organisation Inside Out
Thinking differently
Bringing Design into Architecture

- Emotional innovation
  - Brands
  - Marketing
  - Relationships

- Business strategy
  - Capabilities
  - Offerings
  - Processes
  - Value streams

- Design thinking

- Business viability
  - Needs
  - Motivations
  - Desired outcomes
  - Brand perceptions
  - Values
  - Constraints

- People desirability

- Technology feasibility
  - Applications
  - IT strategy

- Functional innovation

- Experience innovation

- Process innovation
Incorporating Design with architecture enables us to focus on the experience of the customer with an alignment to business delivery.

By designing the business around the experience (instead of the experience around the business) you create a more customer focused organisation.
The customer is brought into architecture

Full Alignment

Customer
Outside in
- Needs
- Brand Perception
- Experiences
- Motivations
- Constraints

Organisation
Inside out
- Offerings
- Brand Promise
- Channels
- Capabilities
- Processes
A gap will be filled

Full outside in and inside out alignment
We start to understand what **channels** customers use across their lifecycle and what the **impacts of a change** would be.
Creation of a new approach
We create a 360 Model of the business
We create a standard view of customer
The New Model

Customer Scenario

Customer Touch-point

Customer

Interact at

Customer Touch-point

Presents

Customer Type

Serves

Has

Targeted to

Customer Needs

Satisfies

Delivered through

Channels

Products and Services

Addresses

Aligned to

Brand Promise

Value Proposition

Offering

Brand Perception

Overlays

Presented as

Overlays

Business Model

Mike Clark & Nick Malik 2013
We start to focus on outcomes
Customer desired outcomes

- Can receive personalised advertisements which cater for my needs and experiences
- Can understand what I am paying for
- Can purchase products quickly with limited sales process
- Can test the product before I buy it
- Can pay in various different ways
- Can reach the company all the time
Business implementation of outcomes
We adopt a new approach to change
We start to **focus on the needs** the business serves, and how they serve them.
We can then think about the ends and means (products, pricing and channels) and how they effect the offerings.
Then consider how the business builds its offerings (capabilities, product bundling, and including regulatory aspects).
Finally consider how the business will grow (focus on the end in mind)
The benefits
By understanding the tasks our customer performs we are able to align these to the various offerings and capabilities the business requires to put in place to enable the customer needs.
The business is designed around the experience

Being able to align the customer needs with the business delivery ensures that customers get what they want.
What else is in it for you?

Full “Outside in” and “Inside out” alignment

Architecture rigor to customer design

Focused marketing, targeting the right customers, through the right channels

Architecture aligned to the experience ensures the business model is designed around the customer.

Business change focused on the customer experience, and service delivery

Creates a solid brand message, enhancing the sale of existing, and new offerings

Creates a fully adaptable 360 integrated model of the business, which enables impact assessments

Drive offering driven strategies, which are centered around the needs of people
Ready to take the first step?
Thank you
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