

A blue-tinted photograph showing the silhouettes of several people in a meeting or office setting, engaged in discussion. The background features vertical bars in shades of orange, yellow, and green.

How Business Architecture Can Be Used to Promote Agility & Drive Business Growth

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Outline

1. Introduction
2. Definitions
3. Performance Framework
4. Approaches to Agility & Innovation
5. Implications for Business Architecture
6. Q&A



Introduction

- Retail / Supply Chain
- Financial Services
- Education
- Health Care
- Non-Profits

Common Themes

- Modeling Disciplines
- Performance Mgmt.
- Agility, Innovation, Speed





Results

Significantly more profitable than incremental improvements

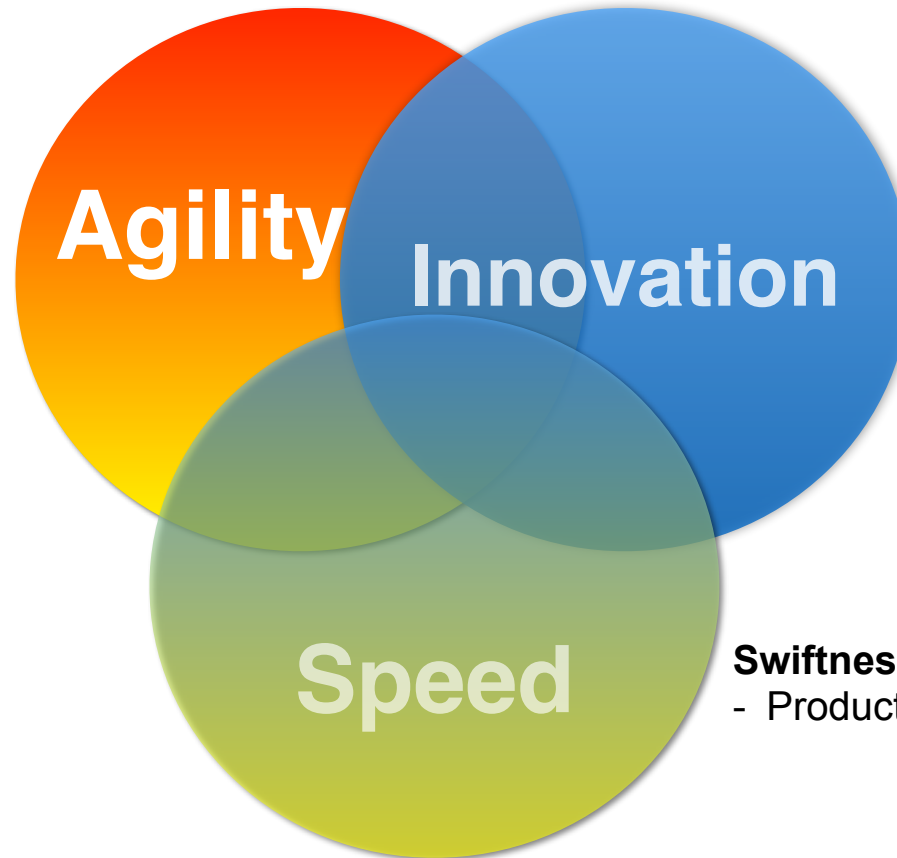
Definitions

Adaptability

- Effective response to market turbulence

Breakthrough Performance

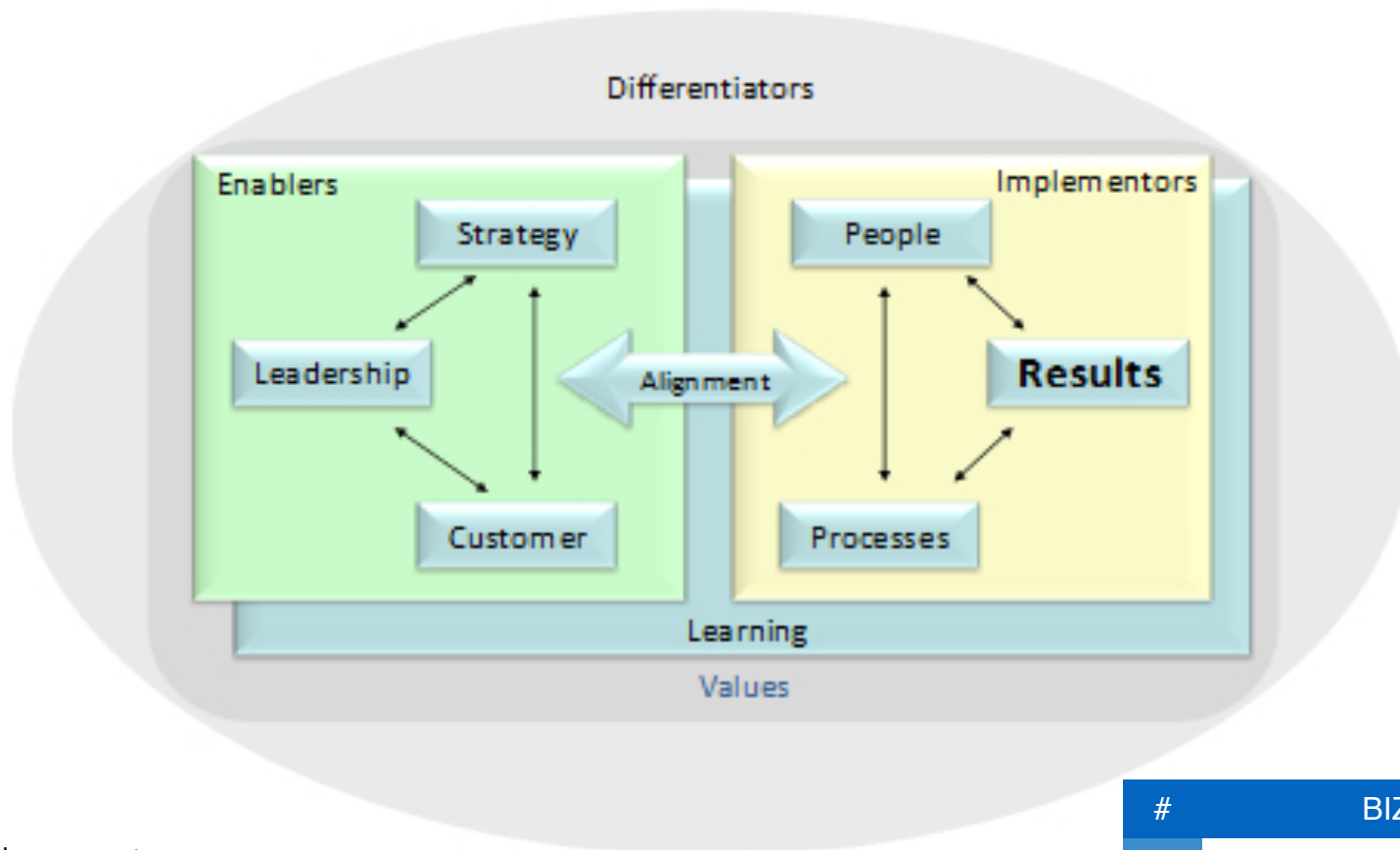
- Customer value, Market share



Swiftness & Responsiveness
- Productivity, scalability, service



Performance Framework



Acknowledgements

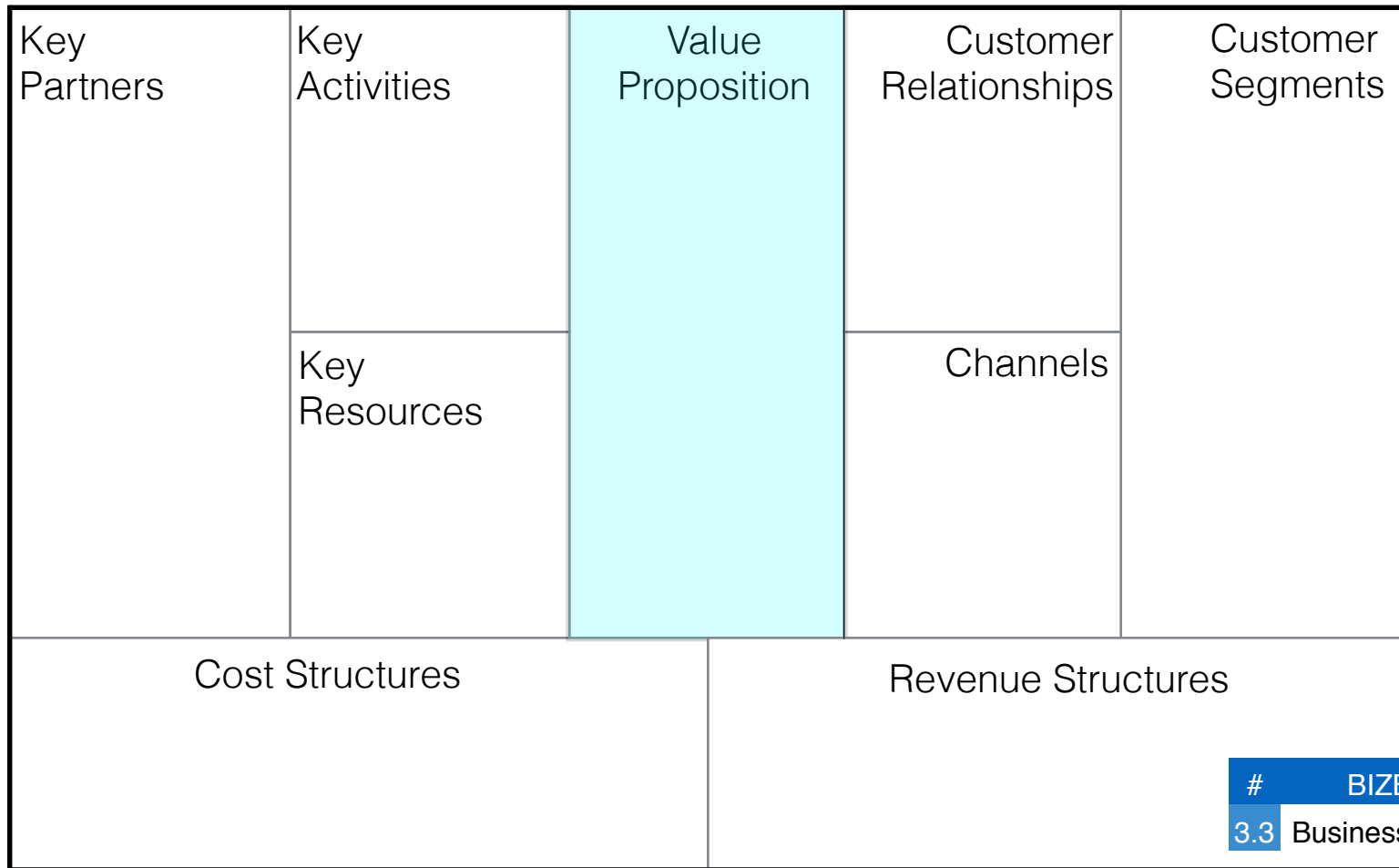


Trends

#	BIZBOK
3.7	Business Performance Mgmt.





Strategic Agility





Strategic Agility

Key Partners	Key Activities <i>Animal Care</i> Artistic Development	Value Proposition <i>Star performers</i> <i>Animal shows</i> <i>Concession sales</i> <i>Multiple arenas</i>	Customer Relationships	Customer Segments <i>Families only</i> Theater & Opera visitors
	Key Resources <i>Animals</i> <i>Star performers</i> Refined environment		Channels	
 Cost Structures <i>Costly animal maintenance</i> <i>Costly star performer fees</i> Artistic Production		Revenue Structures <i>Aisle concession sales</i> Ticket price increase 		



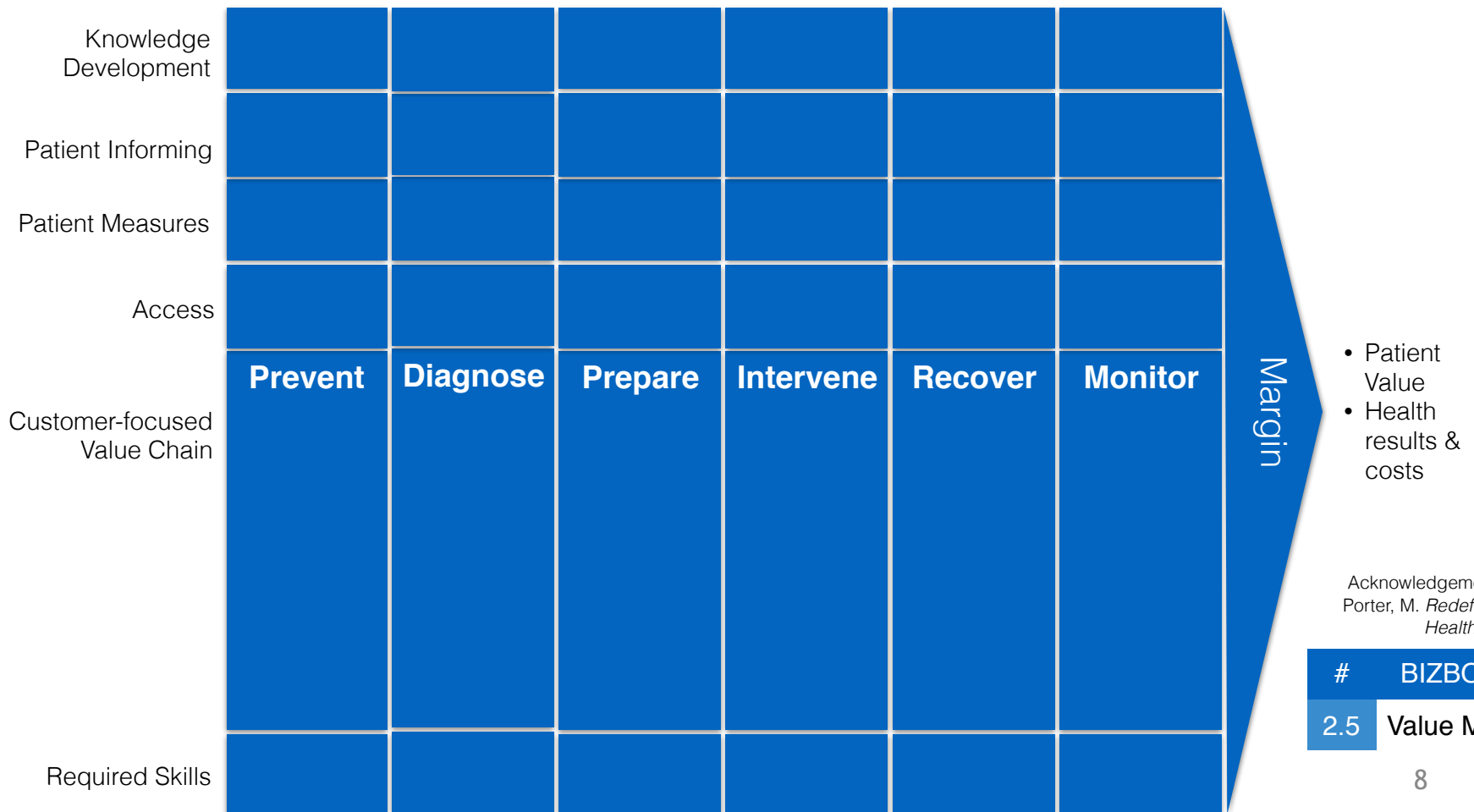
• Customer

Innovation Approaches

Value Stream

TEXAS HEART INSTITUTE

33-50% lower costs





Innovation Approaches

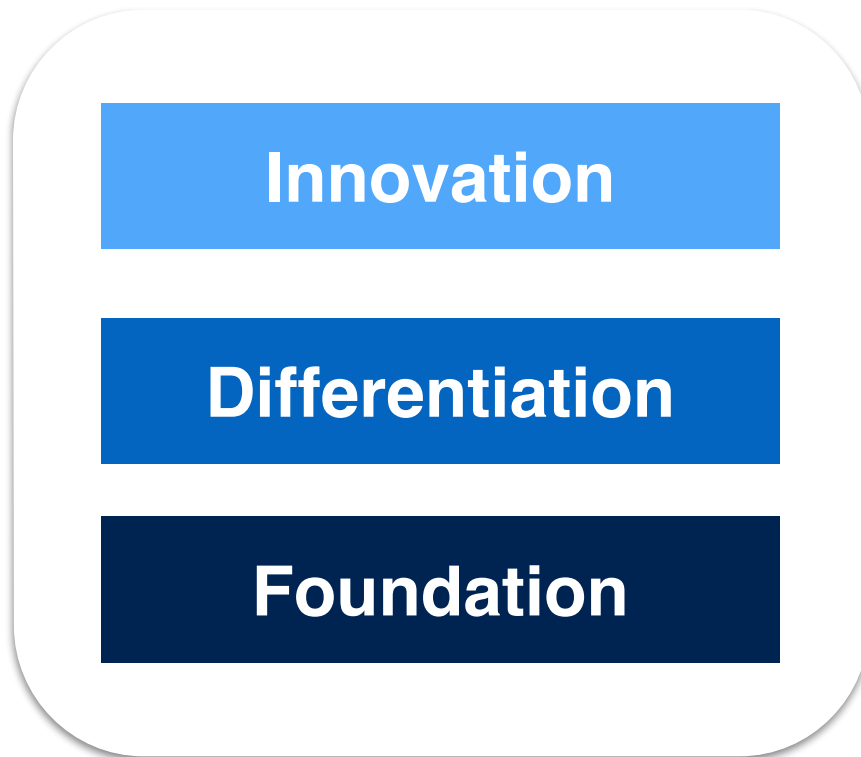
Customer Job Mapping

#	Step	Customers...	Example
1	Define	Determine goals & plan resources	
2	Locate	Gather items & info needed to do the job	
3	Prepare	Set up the environment to do the job	
4	Confirm	Verify readiness to do the job	etc.
5	Execute	Carry out the job	etc.
6	Monitor	Assess for successful execution	
7	Modify	Adjust to improve execution	System updates
8	Conclude	Finish the job or prepare to repeat	
9	Troubleshoot	Troubleshoot problems that may arise	



Innovation Approaches

Pace Layers



- Rapid change
 - Experimental apps
 - Agility & Speed
 - e.g. Social networks; smart devices
-
- Adaptive change
 - Competitive differentiators
 - Brand drivers
-
- Slow evolution
 - Industry practices
 - Compliance
 - e.g. Financial Records



Innovation Approaches

Innovation Teams

Purpose	Cross-functional, innovation catalysts & design thinkers that address high priority problems, help work teams prototype, run <i>experiments</i> & learn from customers
Goals	<ul style="list-style-type: none">• 600 experiments per year.• Produce 18 high-impact wins per year.• NPS 80%+.
Approach	<ul style="list-style-type: none">• 'Painstorm' - identify <i>customers greatest pain-points</i>• Brainstorm, prototype & test solutions• Code-jam - '<i>Good enough</i>' code to take to customers within a week, pilot, rollout.
Results	In Year 1, 32 ideas made it to market.
Institutionalization	<i>Innovation BOK / Training</i>



Innovation Approaches

Culture Change

From

- Management
- Internal focus
- Quality = Lean
- Zero defects
- Push
- Hiring to a box
- Human resources
- Carrots & Sticks
- Top-down autocracy
- Distrust / resentment
- Withholding ideas
- Disengagement

To

- Leadership
- External focus
- Quality = Innovation
- Experiments
- Pull (Flow)
- Hiring to a vision
- Human beings
- Minds & hearts
- Collective wisdom
- Trust / commitment
- Willing contribution
- Engagement



Implications for Bus. Arch.

Ideas for Consideration

Strategy Mgmt	Business Modeling	Emergent Strategy & Planning	Organization Alignment	Culture Mgmt.	Performance Mgmt.	
Portfolio Mgmt.	Investment Monitoring & Prioritization	Funding Reallocation	Talent Mgmt. & Re-deployment	Agile Development		
Product & Process Mgmt.	Customer Job-Mapping	3D Printing	Mass Personalization	Pace Layer Mgmt		
Innovation Team Mgmt.	Innovation Team Leadership	Hiring for Innovation	Innovation Team Develop & Deployment	Innovation Techniques	'Tiger Team' Rapid Deployment	Innovation Performance Management
Org. Learning	Market Analysis	Customer Feedback Analysis	Personnel Feedback Analysis	Process Feedback Analysis	Bench-marking Gap Analysis	Learn. Integration & Improvement



Recommendations

1. Keep portfolio of business capabilities up to date, esp. linkages.
2. Prepare agility/innovation heat maps & gap analyses.
3. Build innovation capabilities that offer a leap in value & amplify performance drivers.

Goal: breakthrough performance



Agility, Innovation & Speed

Q&A



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