

Rationalizing Business Strategies



MACC 2017

Sparx Systems North America

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“Align information technology and systems engineering capabilities with business strategy using industry best practices and industry leading tooling to deliver world-class results.”

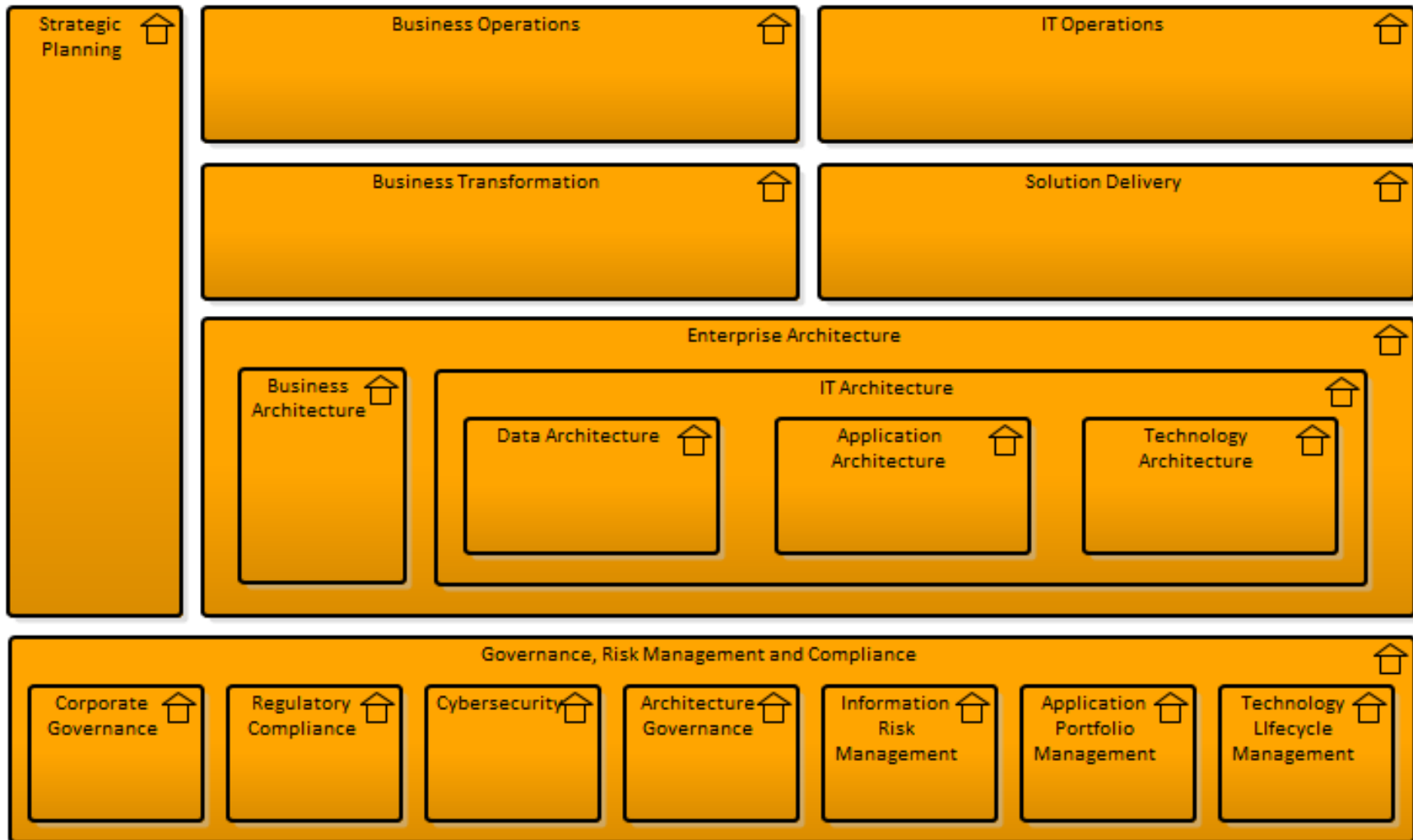
- Industry thought leader in enterprise architecture, business architecture, systems and software engineering, requirements management, and agile methods
- Member and contributor to
 - UML, SysML[®], SPEM, UPDM[™]/UAF, BMM at OMG[®]
 - TOGAF, ArchiMate[®], IT4IT[™] at The Open Group
 - UML Profile and Metamodel teams at Business Architecture Guild
- Open Group Accredited Training Provider, Guild Accredited Training Partner[™], IIBA[®] Endorsed Education Provider (EEP[™])

What is Business Agility?

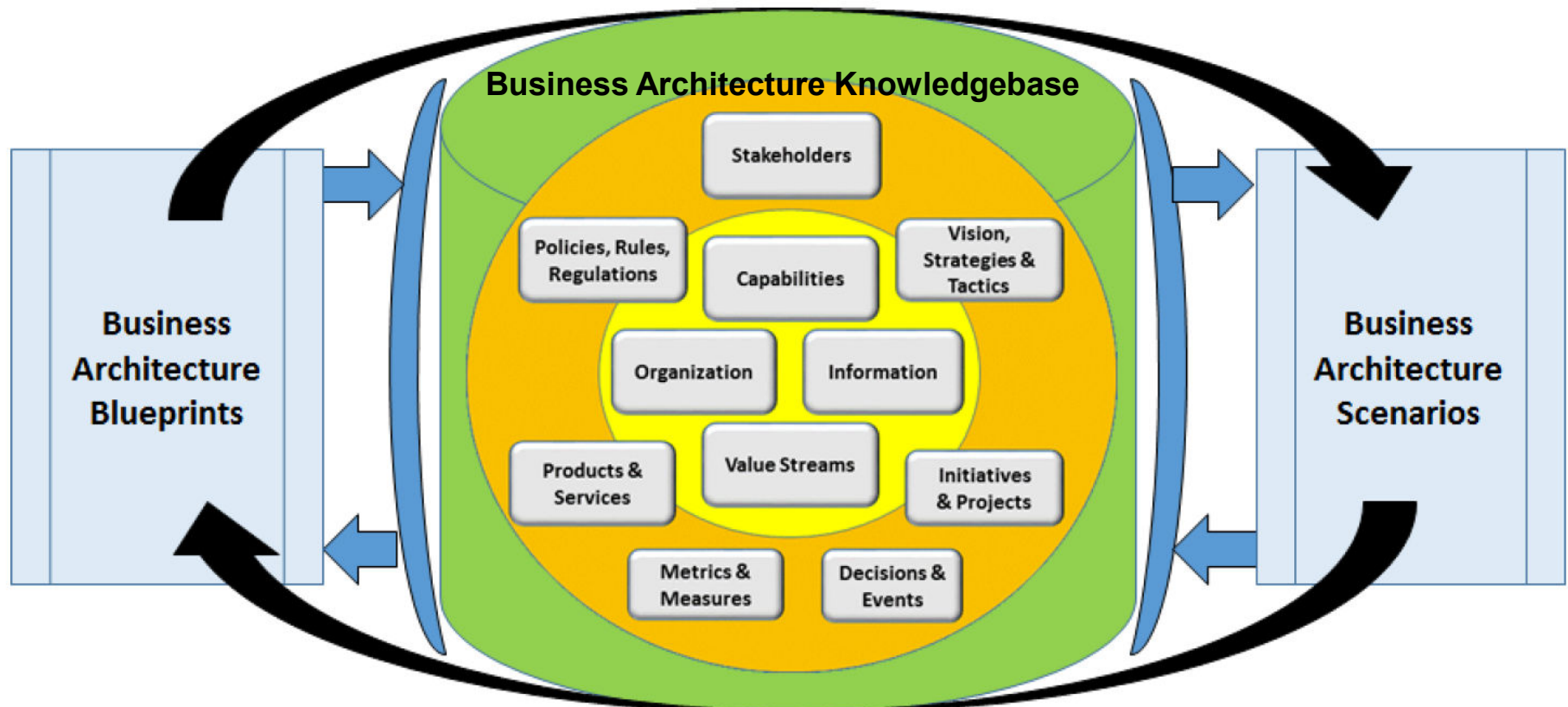
- “...the ability of an organization to sense environmental change and to respond efficiently and effectively to that change.”
- Gartner, 2006
- Effectively achieving agility requires the business to...
 - Anticipate and characterize change
 - Understand impact of change on existing strategy and in-flight initiatives



Digitize The Entirety of Your Enterprise

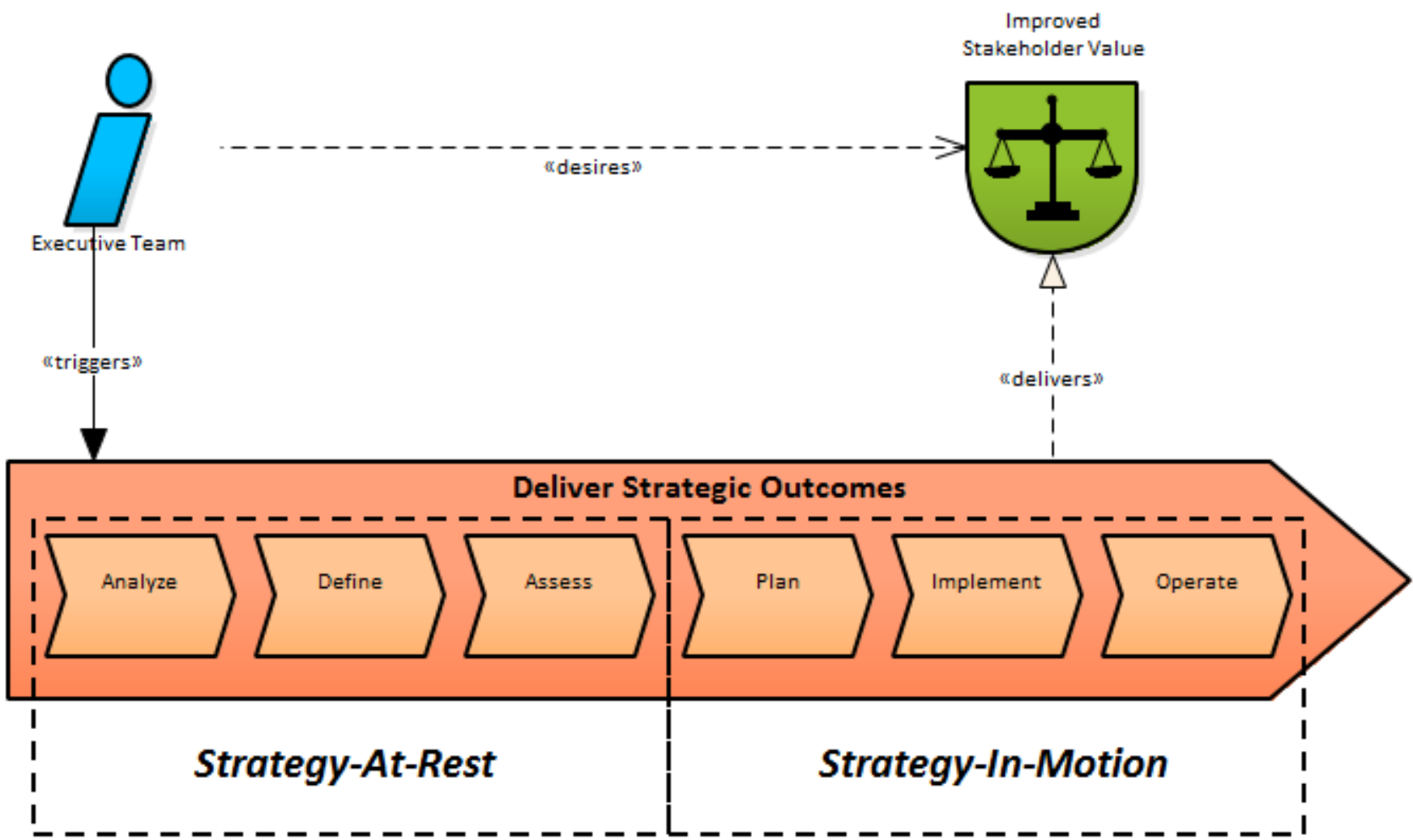


Business Architecture Framework

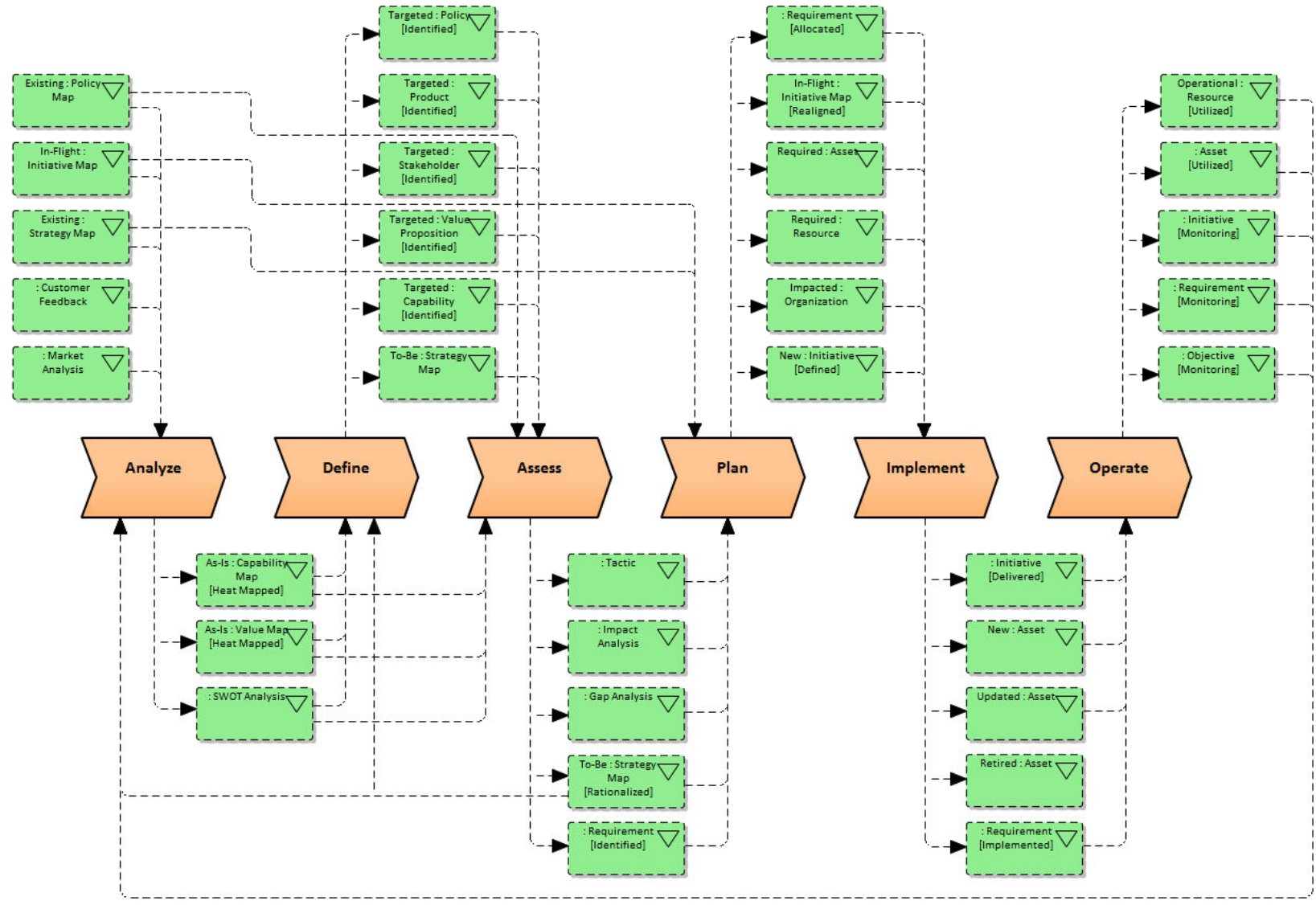


- Blueprints provide views into knowledgebase, based on stakeholder concerns
- Scenarios contextualize expected outcomes of business architecture work
 - Also inform initial selections of key stakeholders and likely concerns

Deliver Strategic Outcomes – Value Stream



Deliver Strategic Outcomes – Entrance/Exit Criteria



Strategy Map – Definition

- “Articulates a strategy in such a way that it can be readily interpreted and acted upon”
 - “A collection of techniques that are used to enable organization to gain visibility into the way that strategic tradeoffs are made between competing objectives”
 - Strategy defined as “the pattern or plan that integrates an organization’s major goals, policies, and action sequences into a cohesive whole”
 - Balance top-down, high-level objectives with bottoms-up, low-level objectives
- “Provides both a map of how decisions have been reached”
 - “As well as a guide for what choices are currently under consideration”
- “The exercise of planning remains much more valuable than confirming to any particular strategic plan”
 - “In preparing for battle, I have always found that plans are useless, but planning is indispensable.” – General Dwight D. Eisenhower

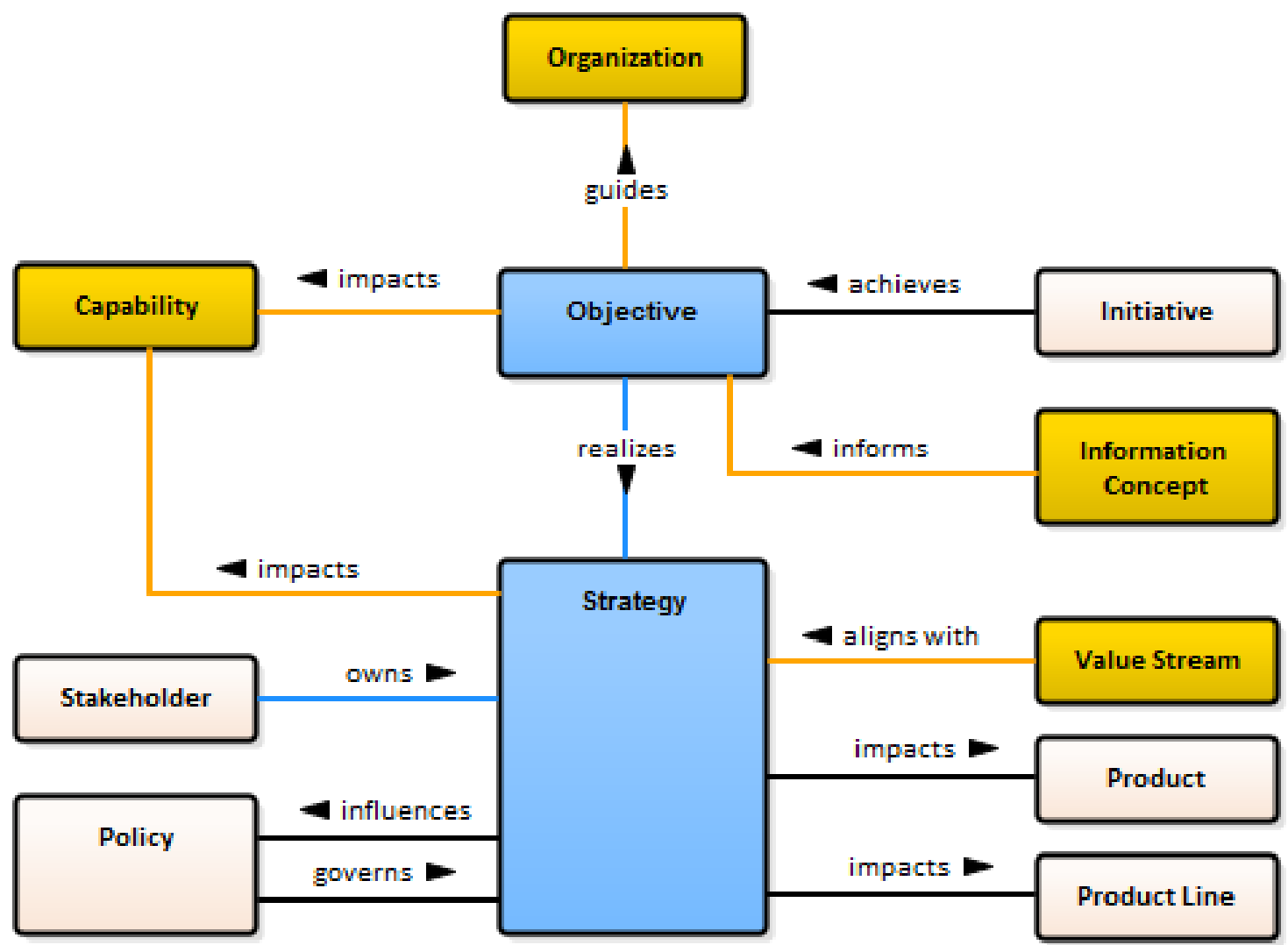
Strategy Mapping – Benefits

- Support organizational alignment
 - Strategies are only as effective as the ability to align organization to those strategies
 - Open up discussions of implications to wider, deeper audience
- Improve communication and fidelity of objectives
 - As strategy is communicated across business units and down layers, each community may interpret it differently
 - Connect intent with specific, unambiguous objectives
- Assist organizations in adapting rapidly
 - Pace of change and rate of competition requires effective innovation
 - Help understand how to respond to newly identified opportunities and threats
 - Provide framework for bubbling up ideas from lower levels

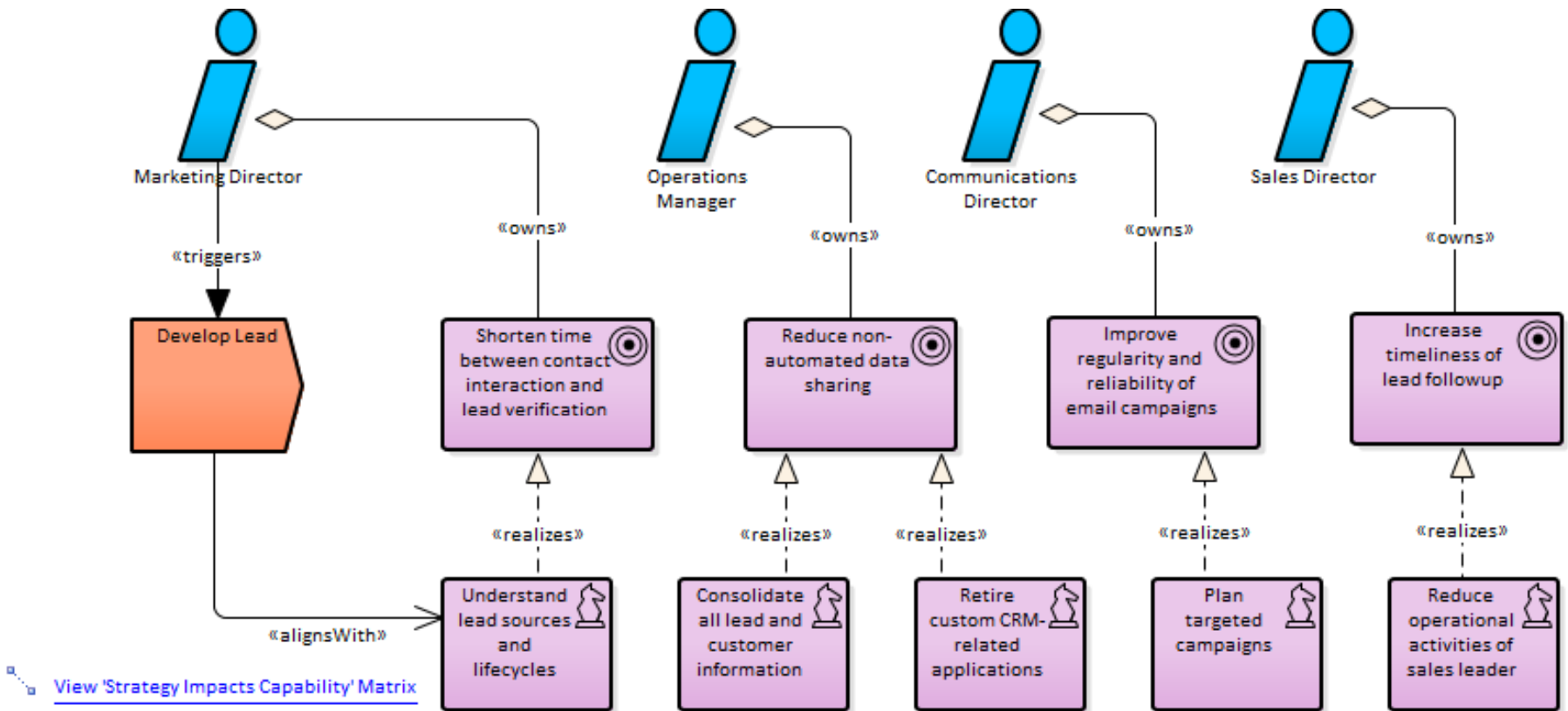
Strategy Mapping – Benefits

- Enable rationalization of initiatives
 - Need clear governance framework for aligning proposed initiatives to strategy
 - Provide context to continually re-evaluate in-flight initiatives as understanding deepens and new changes occur
- Support capability-centric investment management
 - Smaller initiatives may not have enterprise recognition
 - May be over-investing in non-differentiating capabilities or unnecessary redundant deployments
- Provide ability to monitor organization's progress towards strategic objectives
 - Enable linking high-level strategies to low-level strategies
 - Create strategic dashboards to demonstrate ongoing alignment

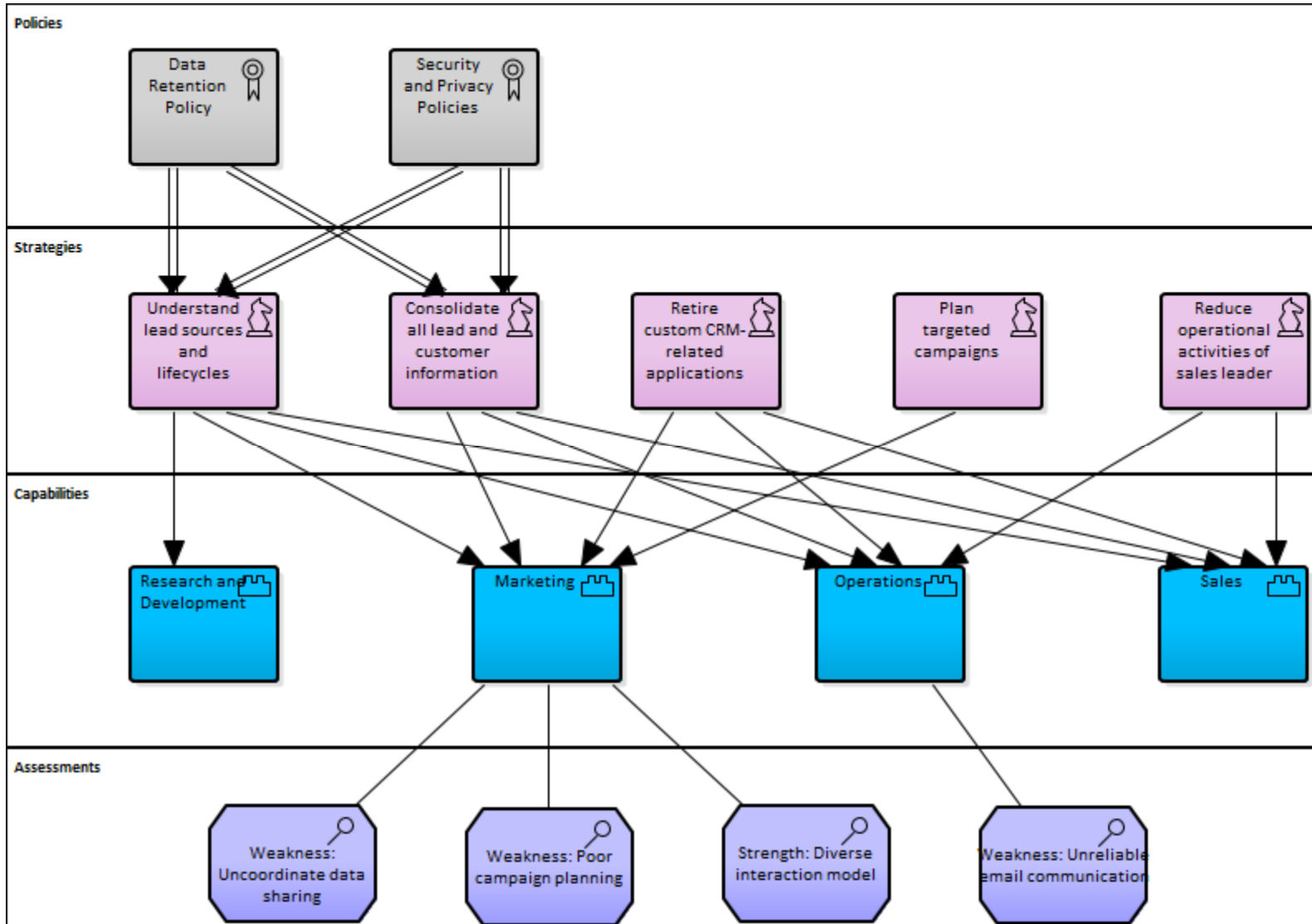
BIZBOK Strategy Metamodel



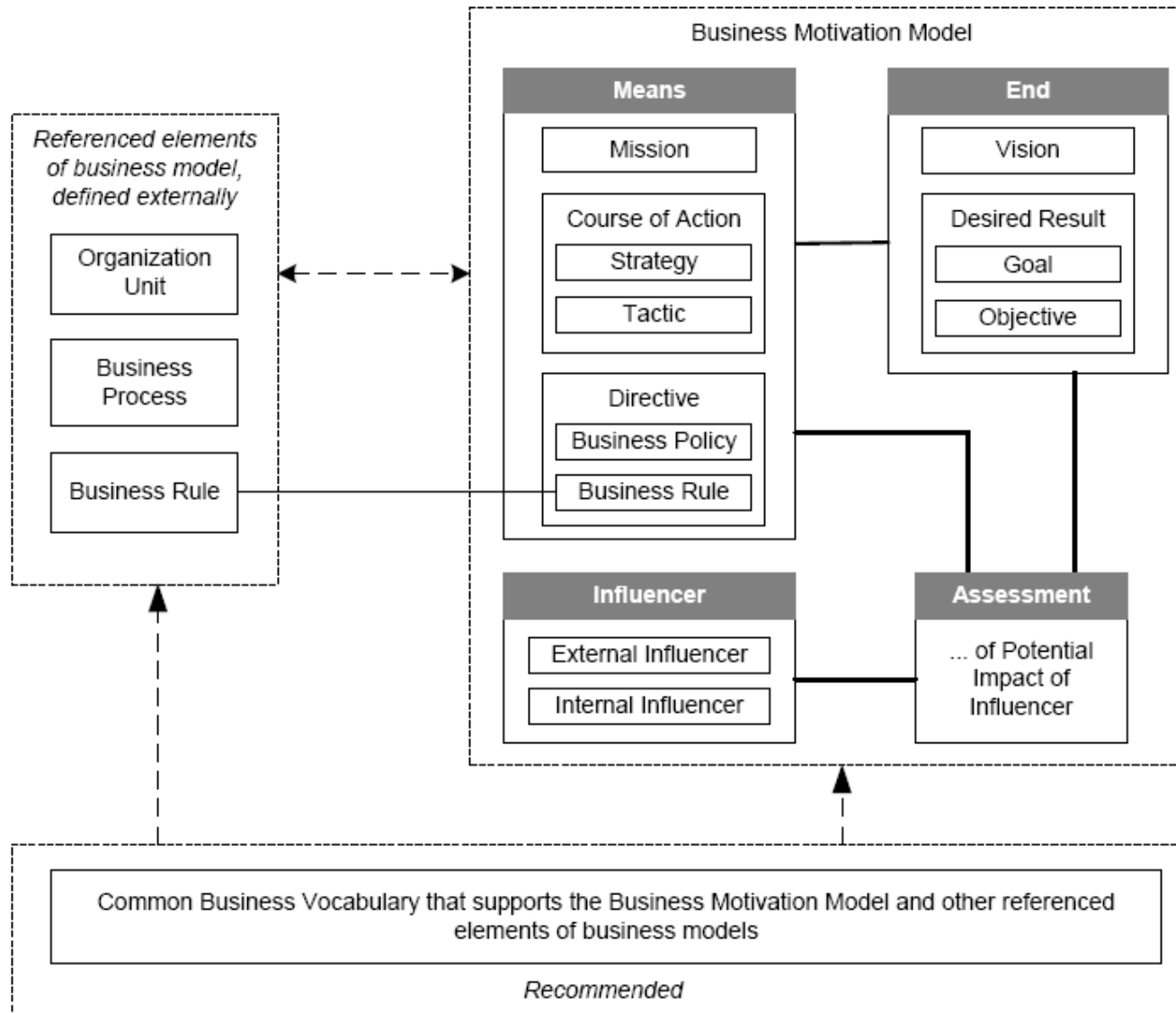
Strategy Map



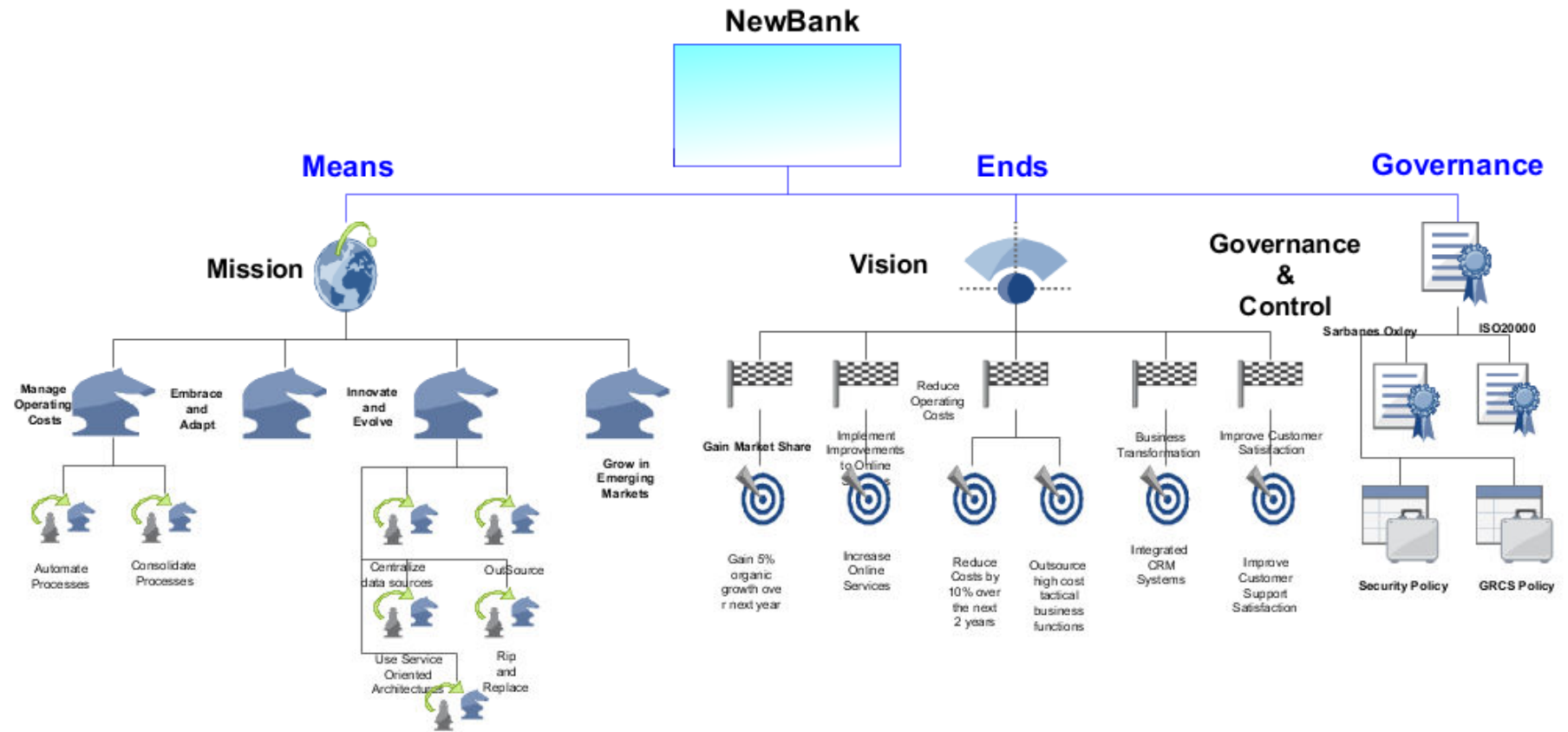
Strategy Cross-Mapping



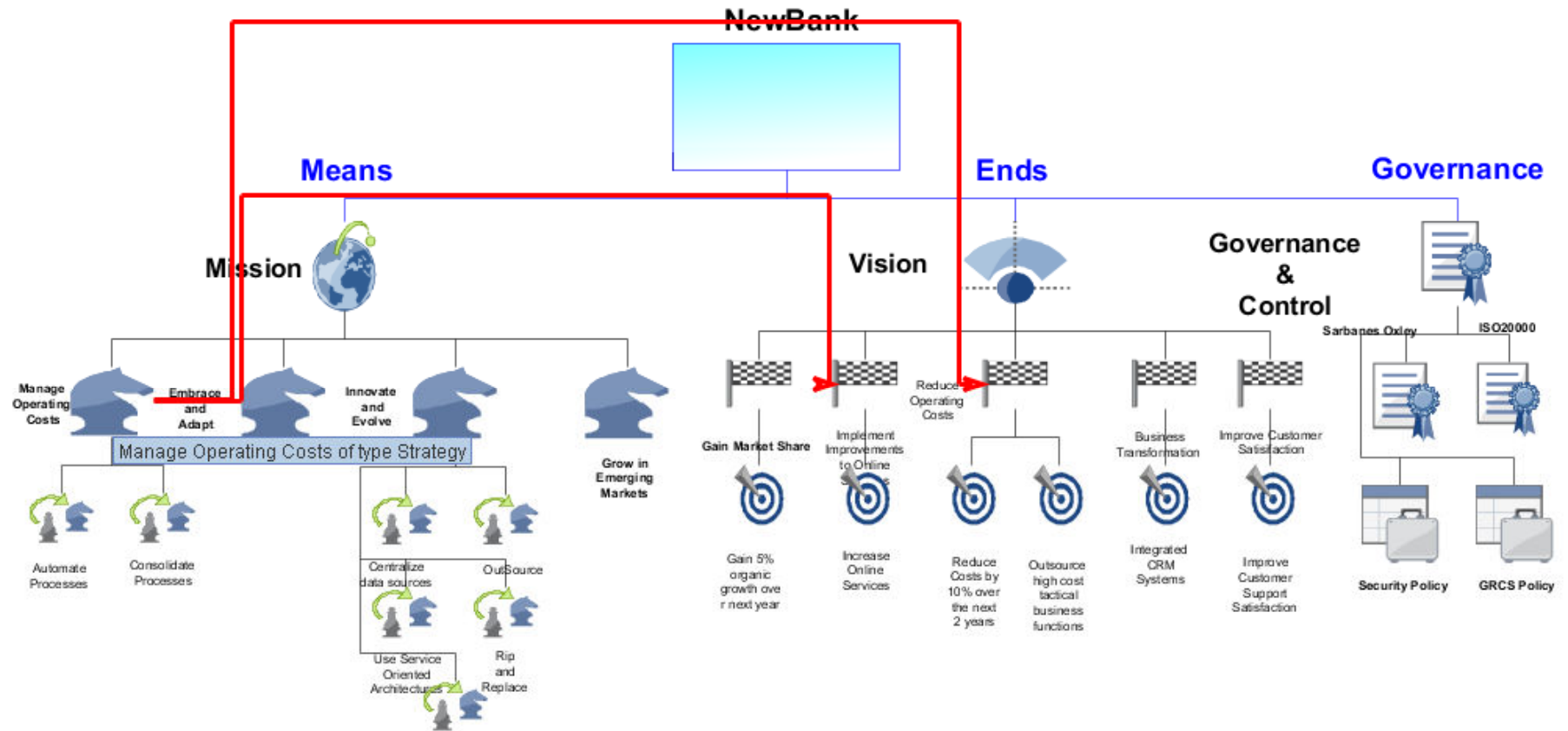
Business Motivation Model



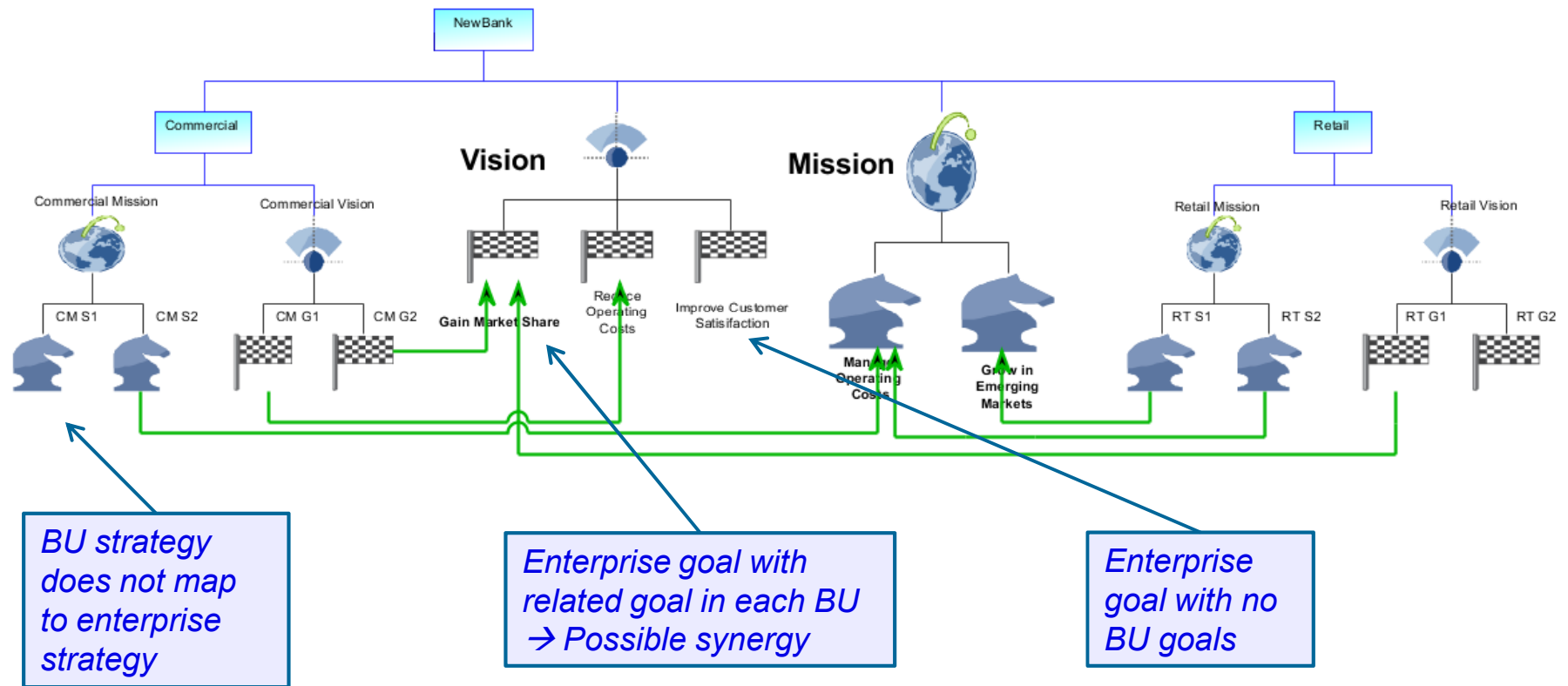
Rationalized Business Strategy



Strategy Drives Towards Goals



Business Strategy – Business Unit Alignment



Initiative Map – Definition

- “Represents the choices the organization has made about how to pursue the change that allows it to achieve its objectives”
 - “The key tool that provides a way for organizations to gain visibility into how their initiatives align with strategic objectives”
- Initiative defined as “a course of action that is being executed or has been selected for execution”
 - General, abstract term for “project” or “program”
- Need to be able to assess how well all the proposed and ongoing initiatives are aligned with the business strategy
 - And the rest of the business architecture – particularly value, capability, and process

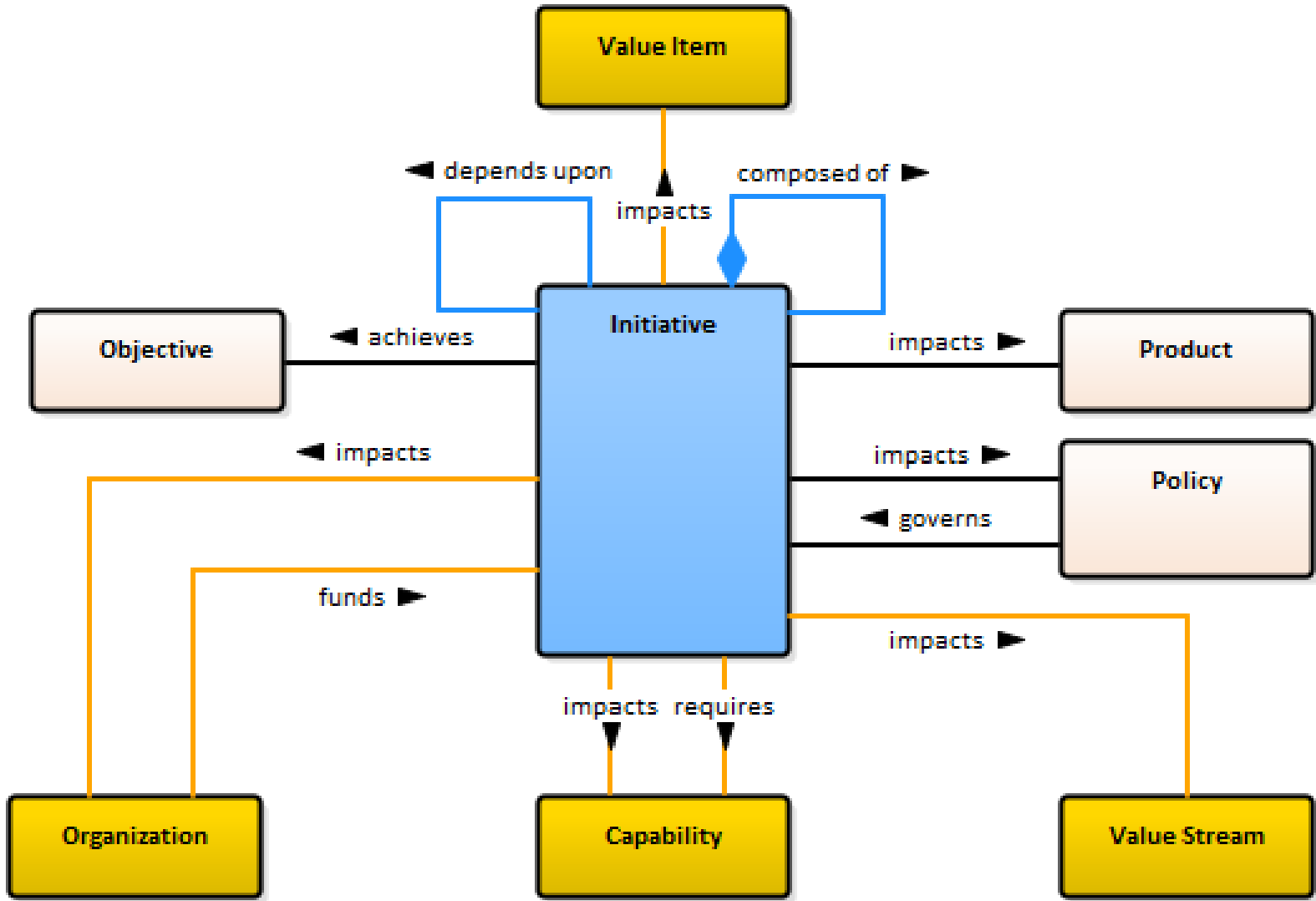
Initiative Mapping – Benefits

- Allow organizations to gain comprehensive view of how investments support strategic priorities
- Provide visibility into alignment of organization's efforts to pursue its objectives
- Enable portfolio decisions by capturing complex relationships among initiatives
- Support creation of integrated, aligned roadmaps
- Enable dynamic re-evaluation of in-flight initiatives

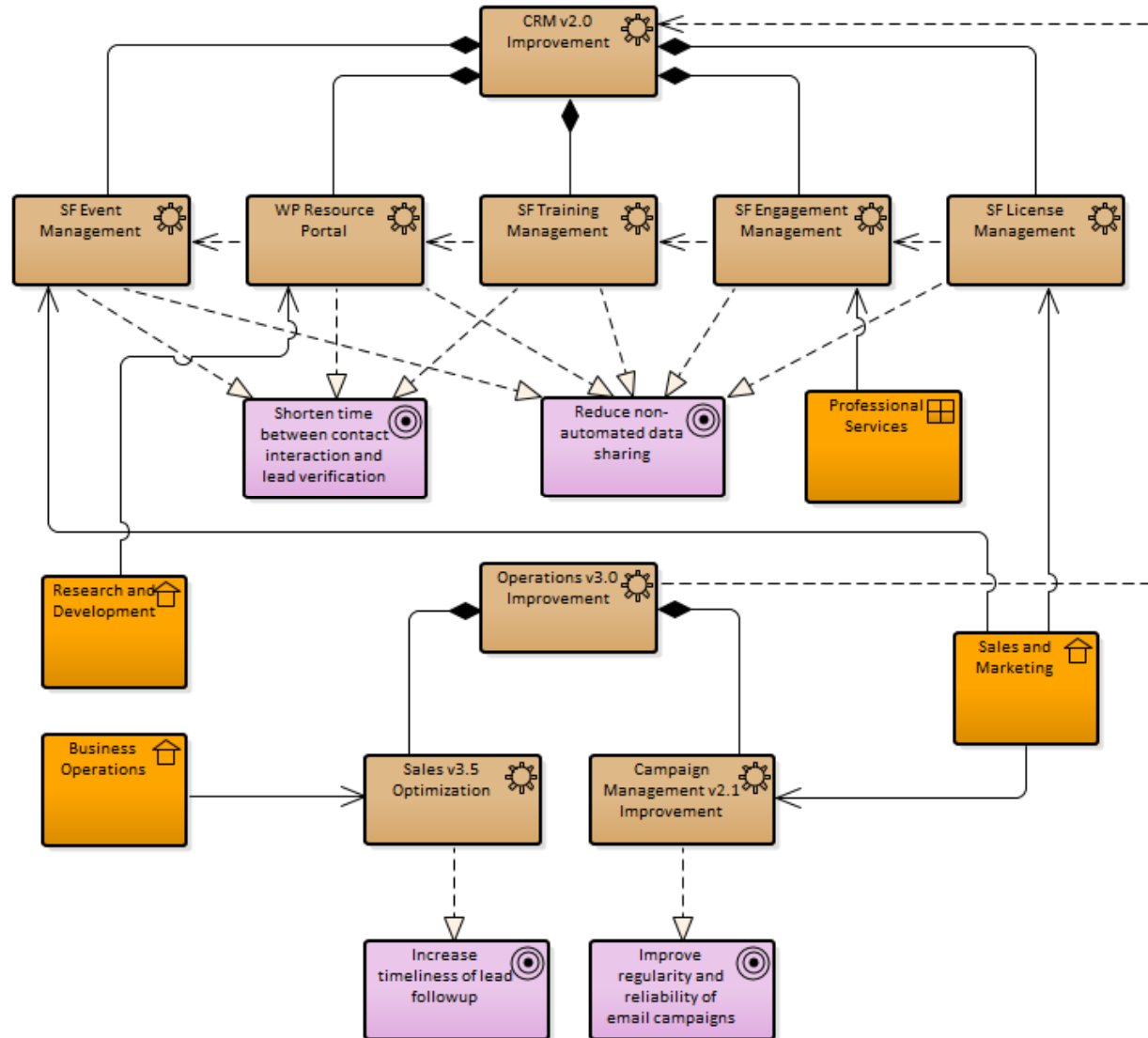
Business Architecture and Project Management

- Common to assign management of initiatives to a Project Management Office (PMO)
 - Responsible for planning, prioritization, execution, and tracking
 - Assure that initiatives follow defined project management lifecycle and meet delivery targets
- Natural alignment with business architecture
 - How are initiatives related to agreed upon strategy?
 - Which value streams and capabilities are each initiative impacting?
 - How much is being invested in each capability?
 - Which business units are impacted?
 - Which stakeholders should be involved?
- Initiatives are courses of action that actually change the business architecture
 - Also consider performing business architecture activities as its own initiative

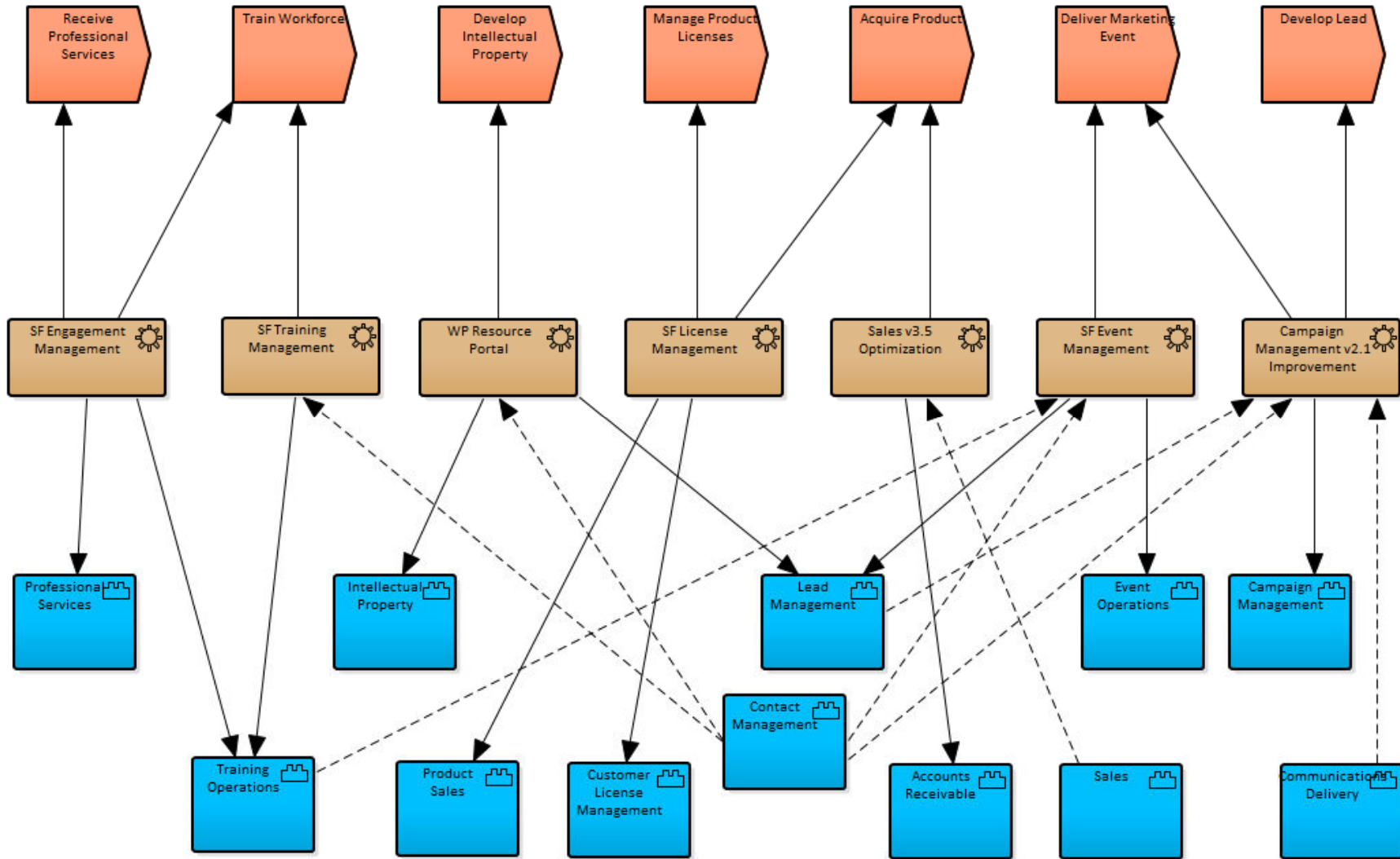
BIZBOK Initiative Metamodel



Initiative Map



Initiative Cross-Mapping – Diagram



Initiative Cross-Mapping – Catalog/Report

| Initiative | Impacted Capabilities |
|---|-----------------------------|
| ▲ Initiative: Campaign Management v2.1 Improvement | |
| Campaign Management v2.1 Improvement | Campaign Management |
| ▲ Initiative: Sales v3.5 Optimization | |
| Sales v3.5 Optimization | Accounts Receivable |
| ▲ Initiative: SF Engagement Management | |
| SF Engagement Management | Training Operations |
| SF Engagement Management | Professional Services |
| ▲ Initiative: SF Event Management | |
| SF Event Management | Event Operations |
| SF Event Management | Lead Management |
| ▲ Initiative: SF License Management | |
| SF License Management | Product Sales |
| SF License Management | Customer License Management |
| ▲ Initiative: SF Training Management | |
| SF Training Management | Training Operations |
| ▲ Initiative: WP Resource Portal | |
| WP Resource Portal | Lead Management |
| WP Resource Portal | Intellectual Property |

| Initiative | Required Capabilities |
|---|-------------------------|
| ▲ Initiative: Campaign Management v2.1 Improvement | |
| Campaign Management v2.1 Improvement | Lead Management |
| Campaign Management v2.1 Improvement | Contact Management |
| Campaign Management v2.1 Improvement | Communications Delivery |
| ▲ Initiative: Sales v3.5 Optimization | |
| Sales v3.5 Optimization | Sales |
| ▲ Initiative: SF Event Management | |
| SF Event Management | Contact Management |
| SF Event Management | Training Operations |
| ▲ Initiative: SF Training Management | |
| SF Training Management | Contact Management |
| ▲ Initiative: WP Resource Portal | |
| WP Resource Portal | Contact Management |

Govern In-Flight Initiatives

- Regular re-evaluation of executing initiatives is often time consuming and challenging
 - Exploit mapping of initiatives to business architecture in knowledgebase for rapid and reliable ongoing assessment
- Integrate regular assessments of how initiatives impact business architecture at defined stages/gates of delivery lifecycle
 - Look for requirements drift
 - Provide context for deciding how to respond to new requirements
 - Exploit knowledge gained during delivery cycle to validate initial mapping
 - Update business architecture as initiatives deliver improved capabilities

Conclusions

- Continual changes in market forces and disruptive technologies require organizations to deftly navigate how to respond to those changes
 - Rapidly evaluate impact on in-flight business strategies and business operations
 - Represent how business strategies and operations need to respond to those changes
- Digitize all information required to understand how to best maneuver a continually changing landscape
- Rationalize and digitize strategic planning content is a critical architecture service required for any organization doing business in the 21st century

Q&A



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***Thanks for your attention
and participation!***

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