

The future of managed business transformations

Kuno Brodersen, QualiWare



The Situation

ACTIVITIES AND
ARTIFACTS **MERGE** INTO
COMPLEX EXPERIENCES



Digital Age

An additional layer changing the fabric of reality itself



IT WILL BE NOTICED ONLY
BY ITS **ABSENCE**, NOT ITS
PRESENCE

– N. NEGROPONTE, BEYOND DIGITAL (1998)



The ecosystem



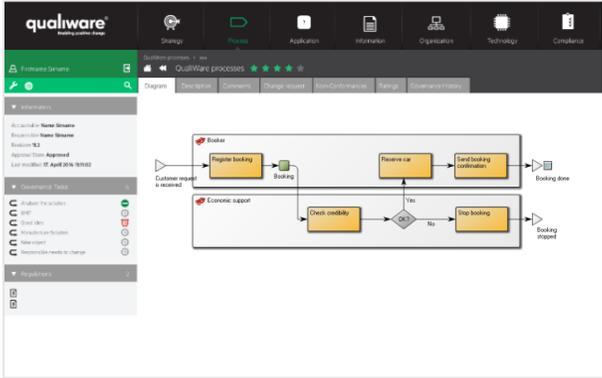
Reacting to market dynamics

	STRATEGY	PROCESS	APPLICATION	INFORMATION	ORGANIZATION	TECHNOLOGY
CONCEPTUAL	Strategy 	Business Process Model 	Application Architecture 	Semantic Model 	Stakeholder Model 	Strategic Technology Model
LOGICAL	Policies 	Business Process Design 	System Design 	Logical Data Model 	Organization Model 	Business Technology
OPERATIONAL	Business Rules 	Work Flow 	Component Model 	Physical Data Model 	Human Resource Model 	Physical Technology

Coherency

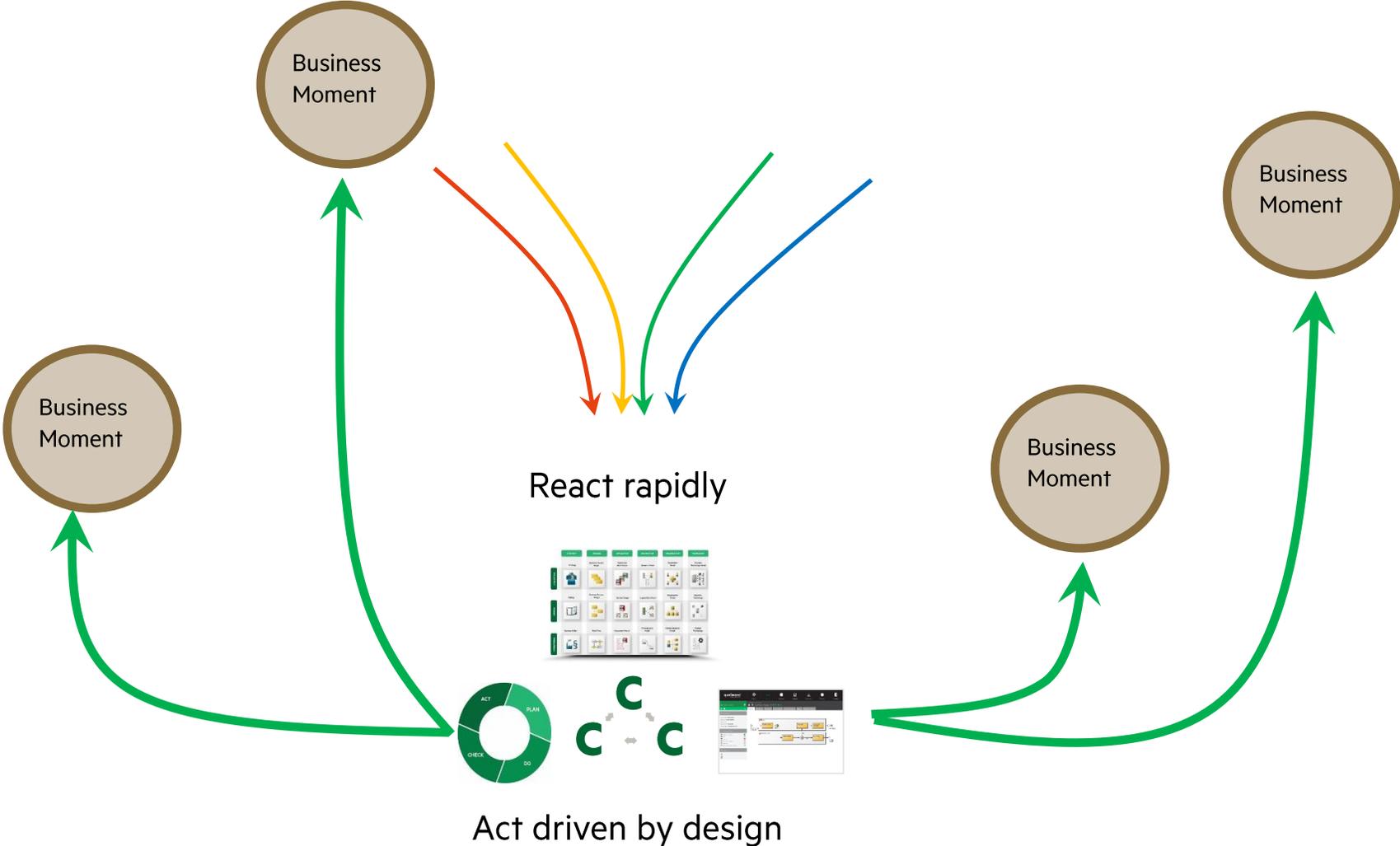


Consistency ↔ **Consensus**

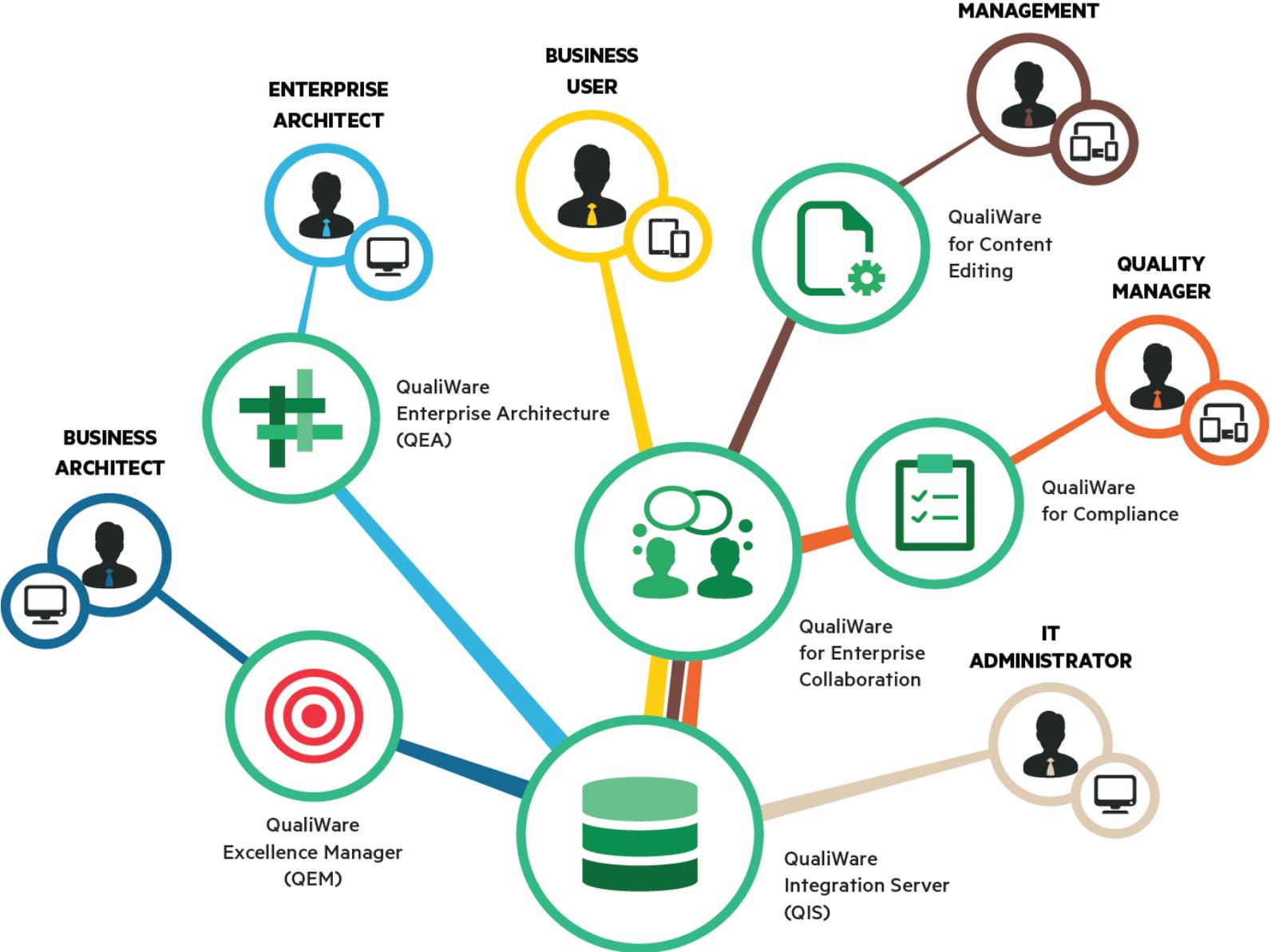


Rock the world

qualiware®



Product architecture



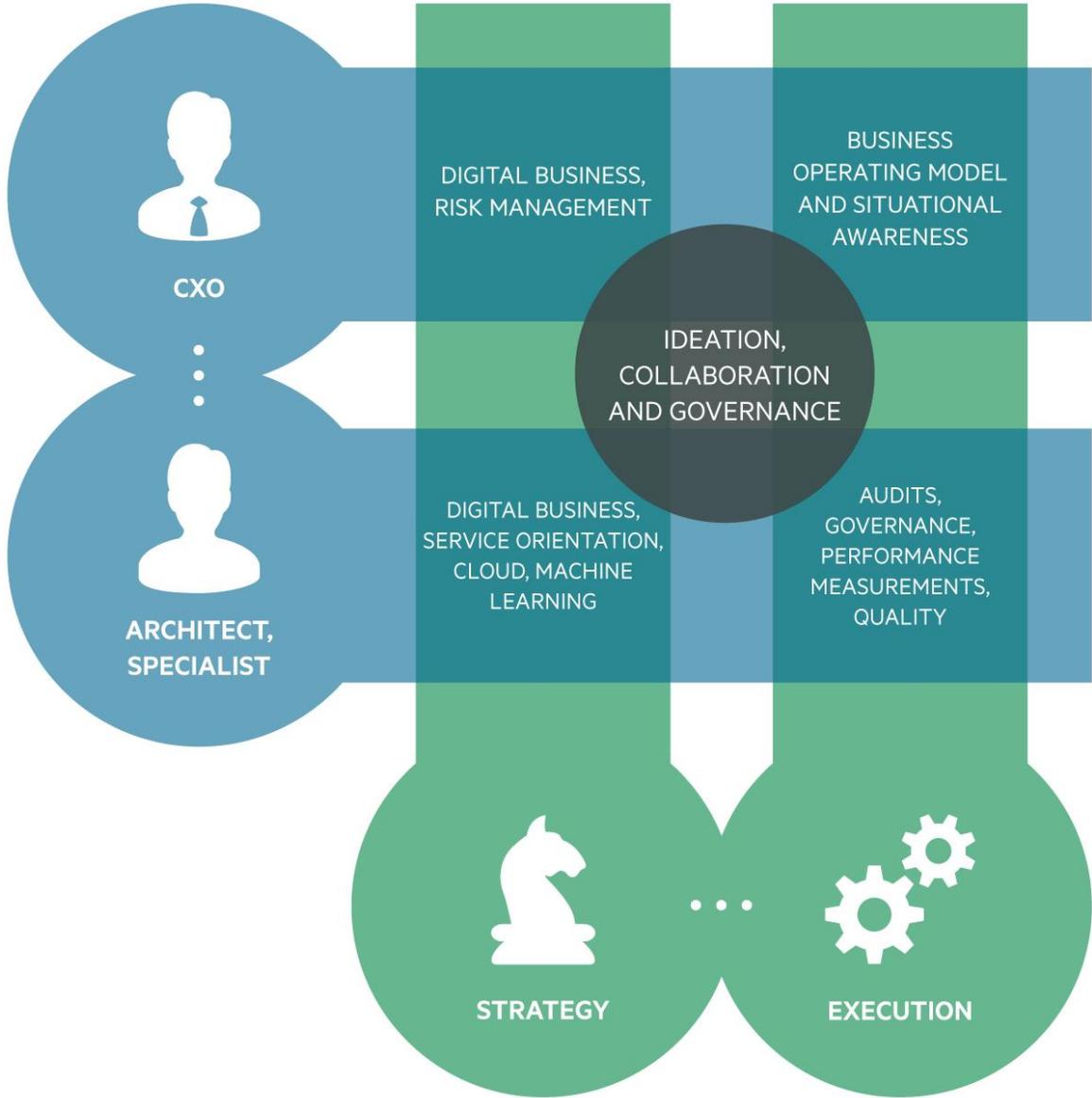
Market Drivers and QualiWare vision

Drivers for Change

Driver	Impact to the customer	QualiWare Response
GRC in everything	Must comply with a number of regulations regarding information and data security.	A complete and readymade GRC solution which links to all parts of the architecture.
Digital Business	Whether it is digital hospitals, digital manufacturing or any other company, the future is digital and companies must adapt to stay competitive.	In extension of our full EA platform, QualiWare has developed innovative social analytics, advanced business operating model analytics and reporting and finally QualiWare is a frontrunner in research and development concerning the future of Industry 4.0
Blurring of markets	Everyone is connected in digital ecosystems and products and/or services cross the classical boundaries of existing markets. New and digital substitutes are just as likely to put you out of business as your competitors.	Full support for the bi-modal approach. Advanced business ecosystem mapping and best-in-class customer journey handling.
Agility imperative	As market dynamics change, it is increasingly important for managers and strategists to be able to plan and execute on profitable change initiatives. Making the wrong decision can be fatal.	The QualiWare platform enables the full process from idea generation to investment planning and strategy to execution.



QualiWare Market Vision



**Management System:
Consensus, collaboration, transparency**

”Management System”?

ISO Management System Standards

- Quality
- Safety and Security
- General management
- Health and Medical
- Environment and Energy
- Industry
- Services
- Information Technology

ISO

What is a management system?

A management system describes the set of procedures an organization needs to follow in order to meet its objectives.

In some small organizations, there may not be an official system, just "our way of doing things", that is mostly kept in the heads of the staff.

But the larger the organization, the more likely that procedures need to be recorded to ensure everyone is clear on who does what. *This process of systemizing how things are done is known as a management system.*

Research at Carlsberg IT

by Morten Gryning, PhD, QualiWare

- How do trust, transparency, and service quality interact within an Business-IT alignment perspective
- What are the barriers in the process?
- Barriers found:
 - Separate languages
 - Separate mindset
 - Complexity in organisation
 - Historical IT failures
 - Trust in information

Collaboration platform ensure transparency and engagement



The screenshot shows the QualiWare dashboard interface. At the top left is the QualiWare logo with the tagline "Enabling positive change". To the right of the logo is a navigation bar with icons for Strategy, Process, Application, Organization, and News. Below the navigation bar are two buttons: "Change role" and "Change theme". The main content area features several dashboard widgets: "JTL Overview" with a flowchart, "My Governance Tasks" (0), "My Subscriptions" (8), "My Audits" (0), "My Change Requests" (0), "Quick Search" with input fields for "Process:" and "Document:", "My Non-Conformances" (0), "My Corrective Actions" (0), and "Latest Changes" with a document icon. At the bottom left is a "QualiWare at GartnerSummit" section with placeholder text and a "News" widget with a document icon.



EA capabilities ensure coherency and traceability

E.g. Usage of person information, required by GDPR

Information Usage

Drag a column header and drop it here to group by that column

Name:	Classification:	Structure:	Process usage:
person			
Person	Internal	Booking - data model	
Person	Internal	Master Data Management	<ul style="list-style-type: none">Payroll_5 Monthly payroll processRecruit staffPayroll_4 Payroll controlPayroll_2 Recruitment & TerminationEnd employmentPayroll_6 Payment to employeesPayroll_01 Employee Master File



“A five-fold increase in the number of web-hits in the management system”

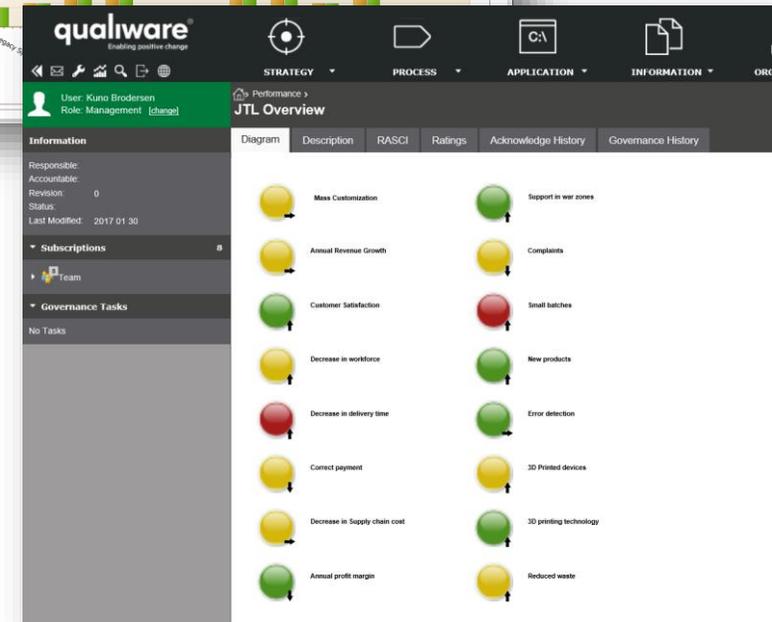
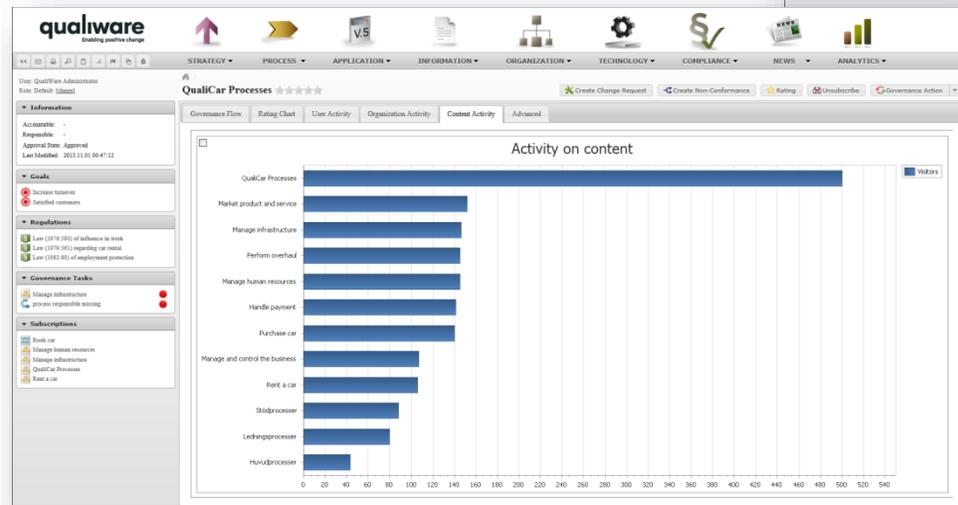
“An increase in relevant employee process improvement suggestions from average 50 per year to 1100 per year”

“Reduction in training lead time from 30 to 3 days when introducing an employee to a new work area”

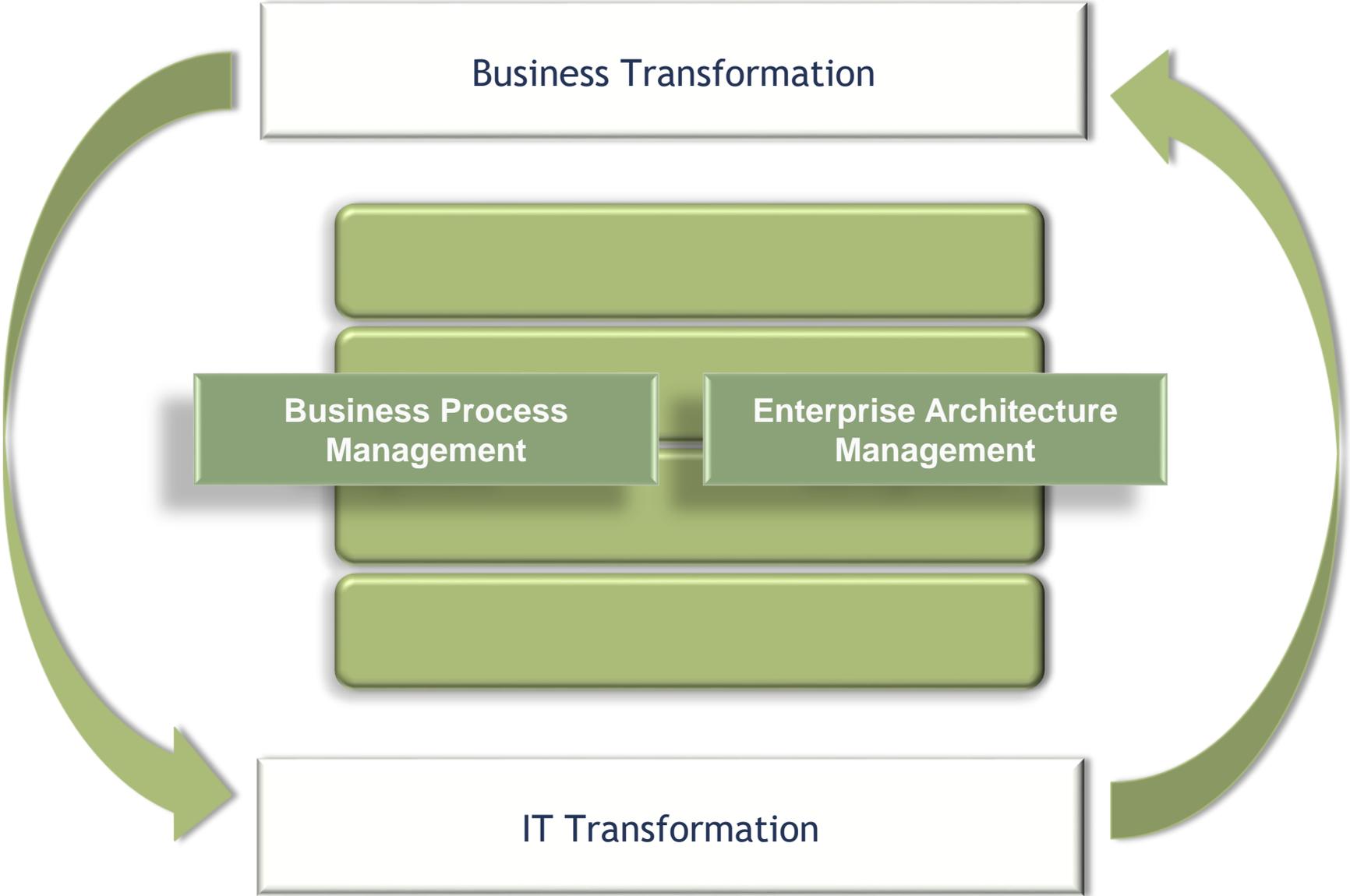
Business Operating System

Situational awareness

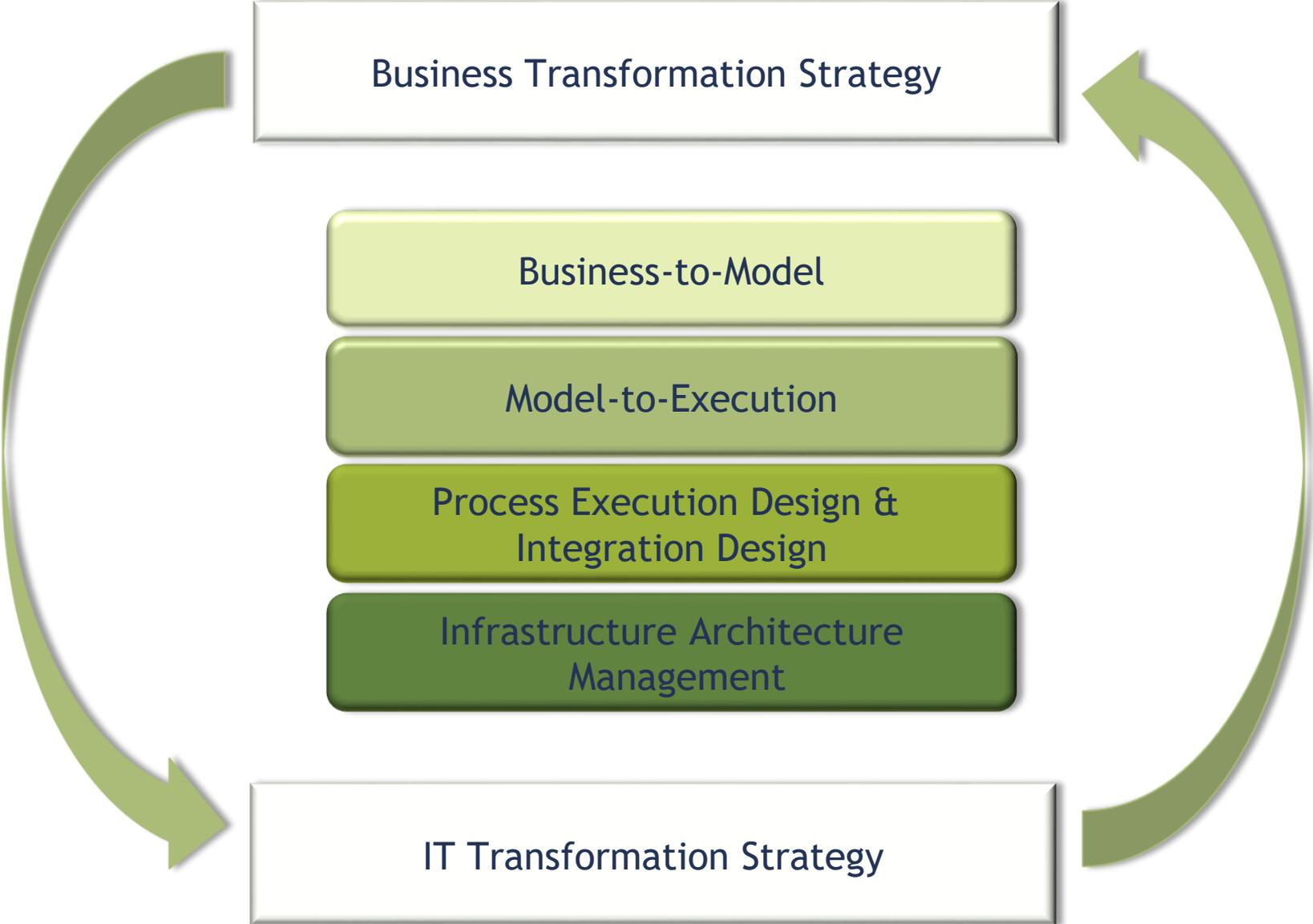
qualiware®



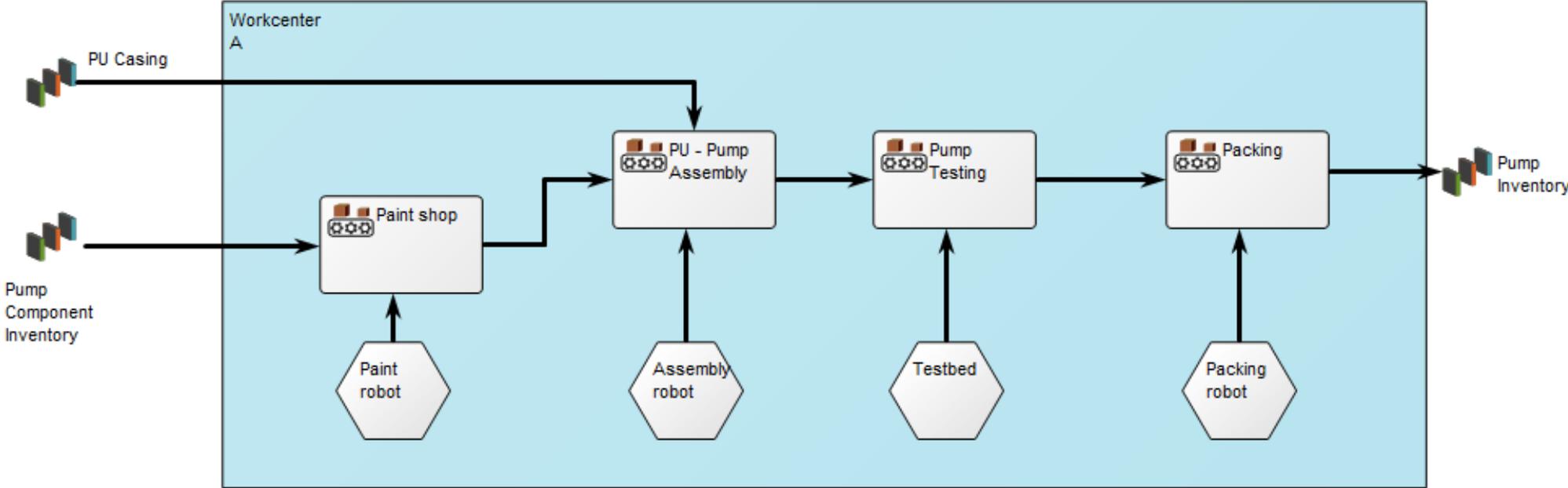
Enabling positive change



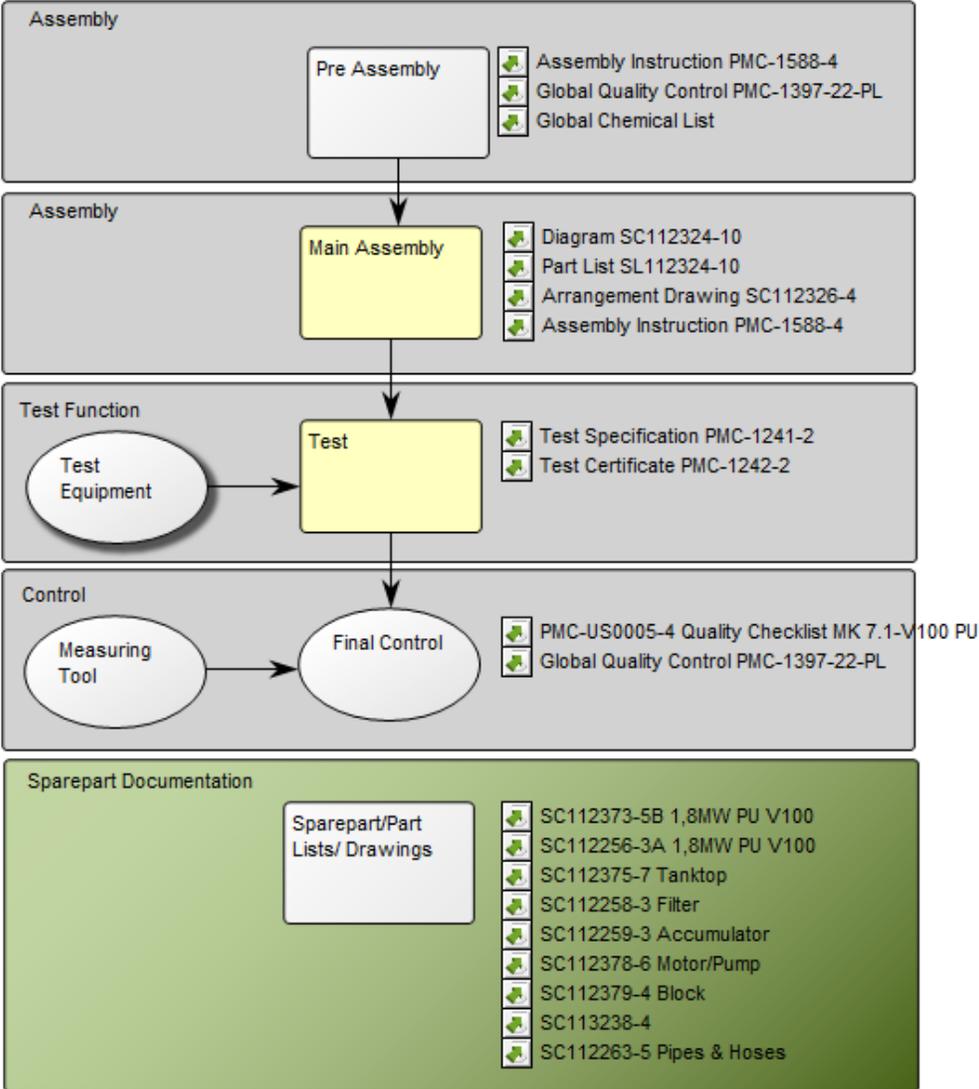
QualiWare platform capabilities



Production Site Configuration

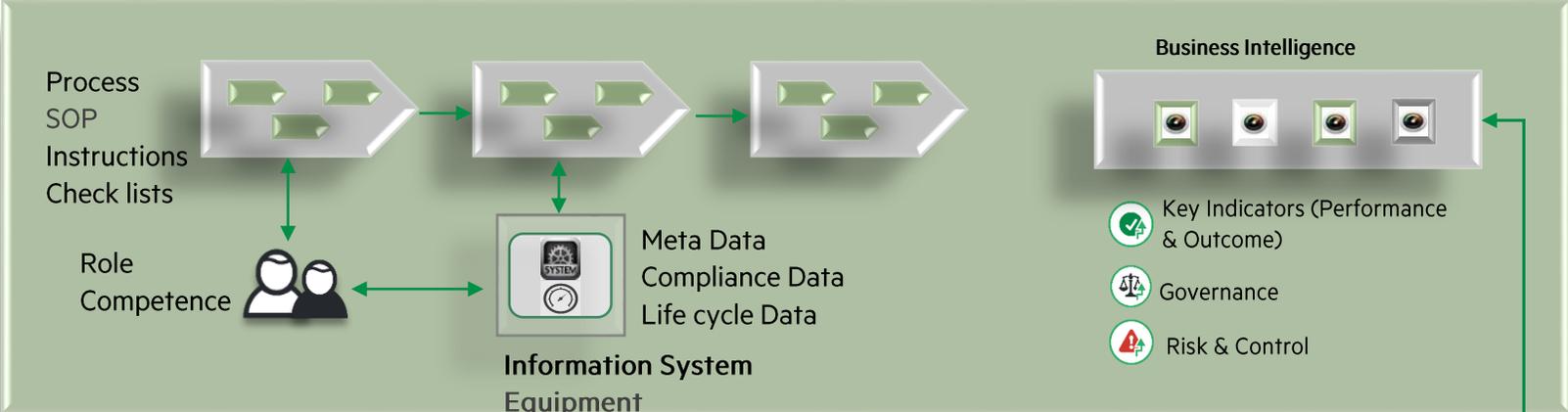


Manufacturing routing network

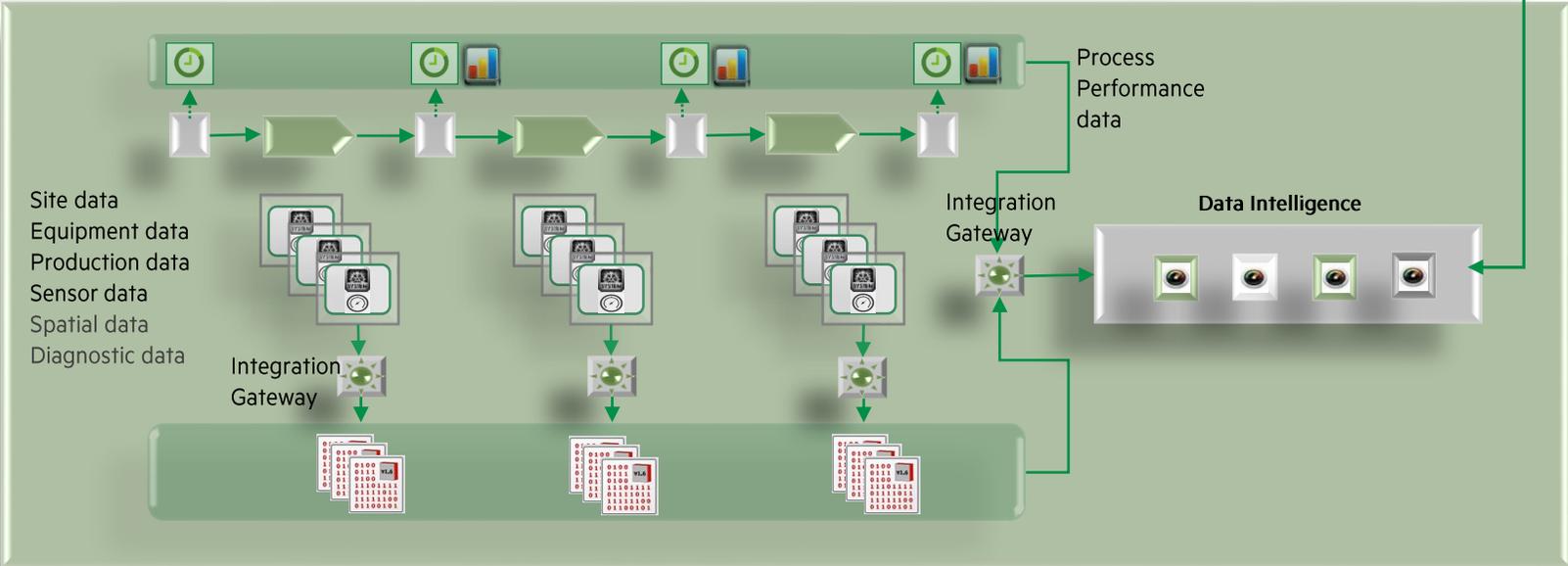


New generation Business Management System **qualiware**[®]

Design time



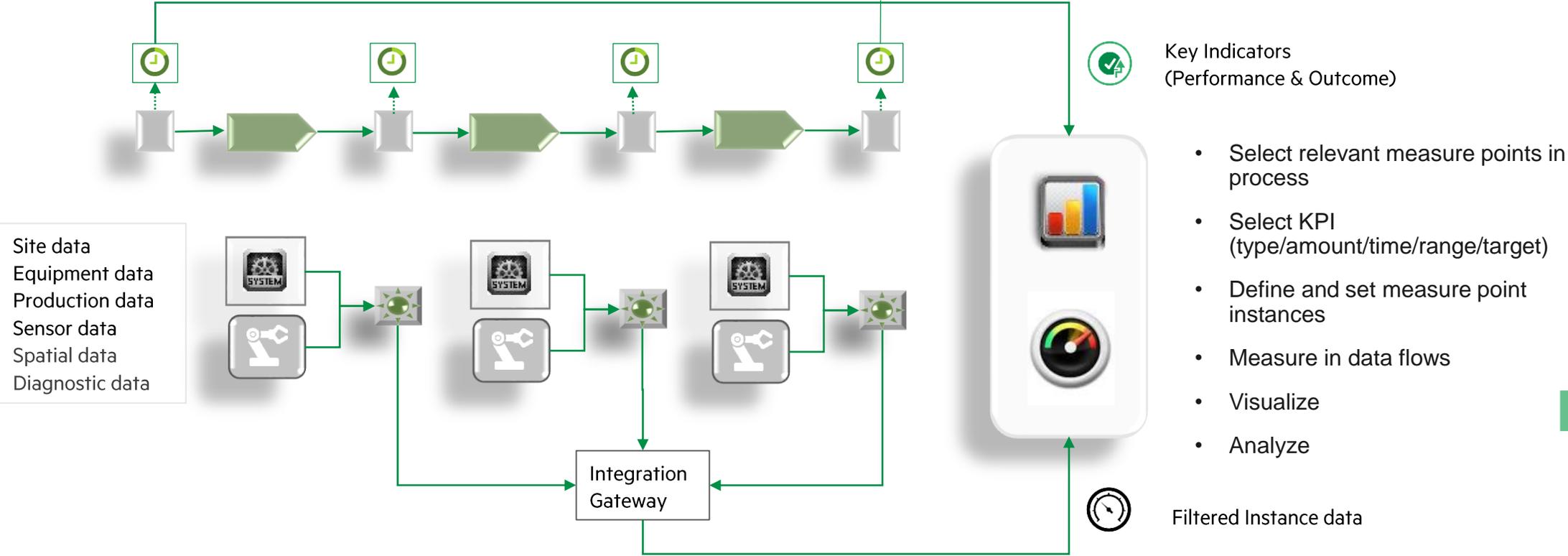
Run time



QualiWare Information Logistics Methodology



- Method for designing and building a Business Operating System by evaluating and comparing Process Performance Data and Production Data using key indicators captured from physical data flows.



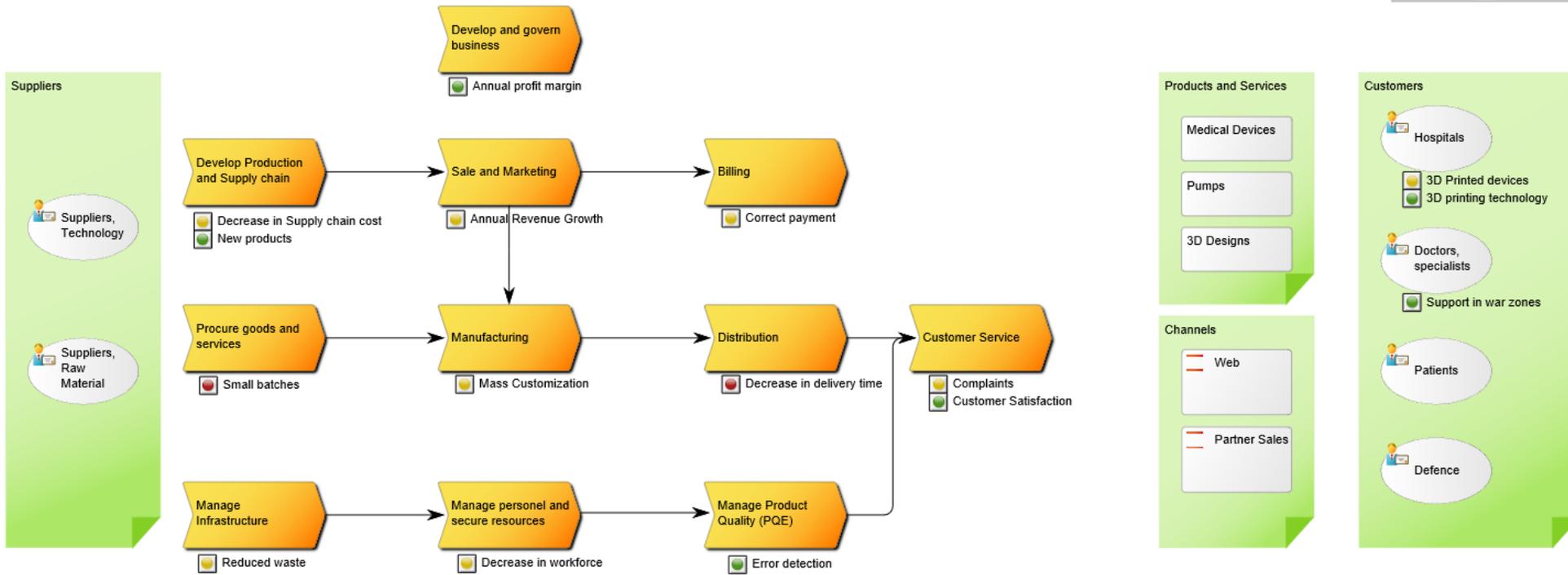
Business Operating Model

JTL Overview

Diagram

Description

JTL Overview Business Operating Model

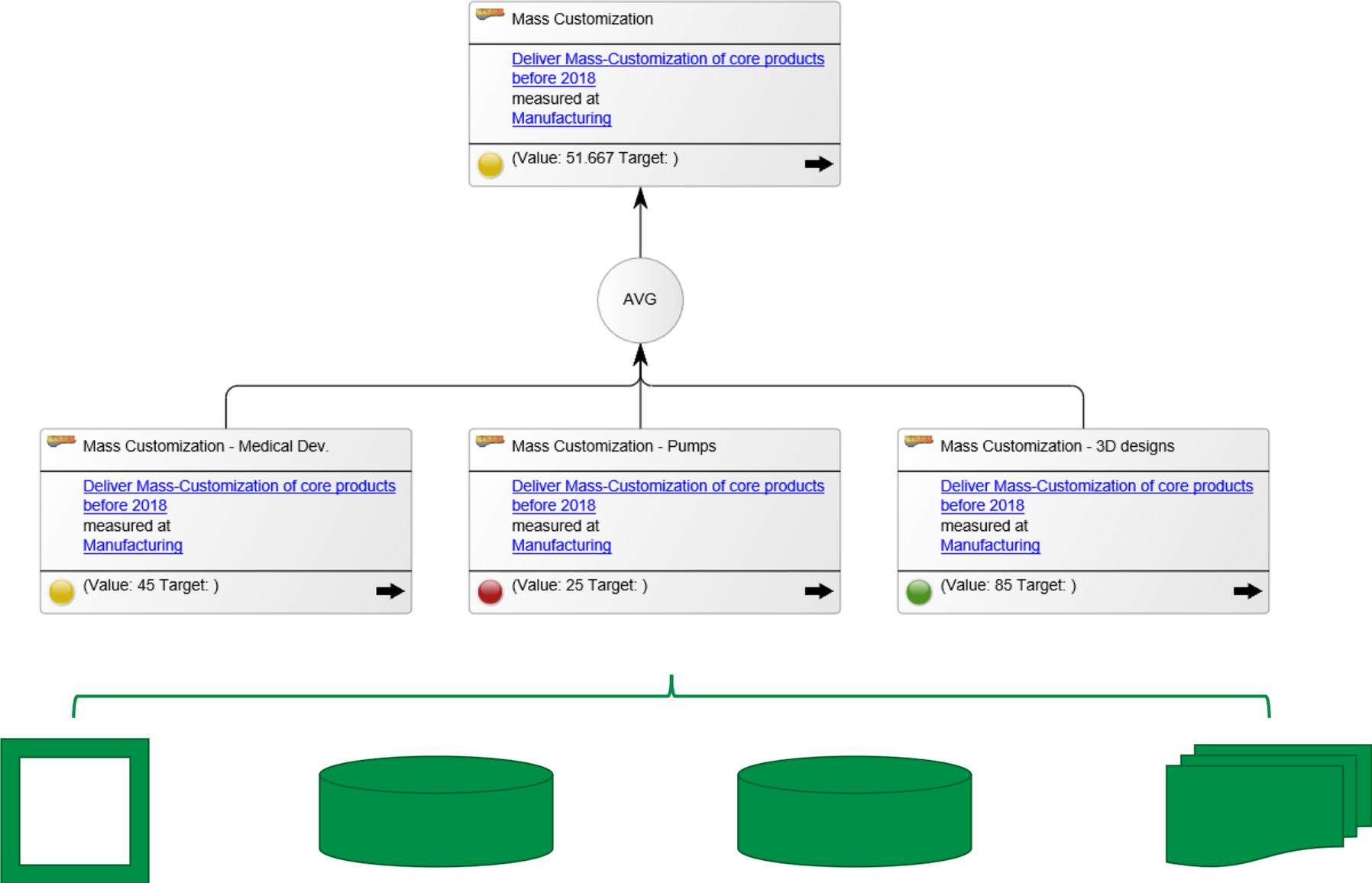


Performance overview:

- JTL Overview
- JTL Medical Devices
- JTL 3D designs
- JTL Pumps

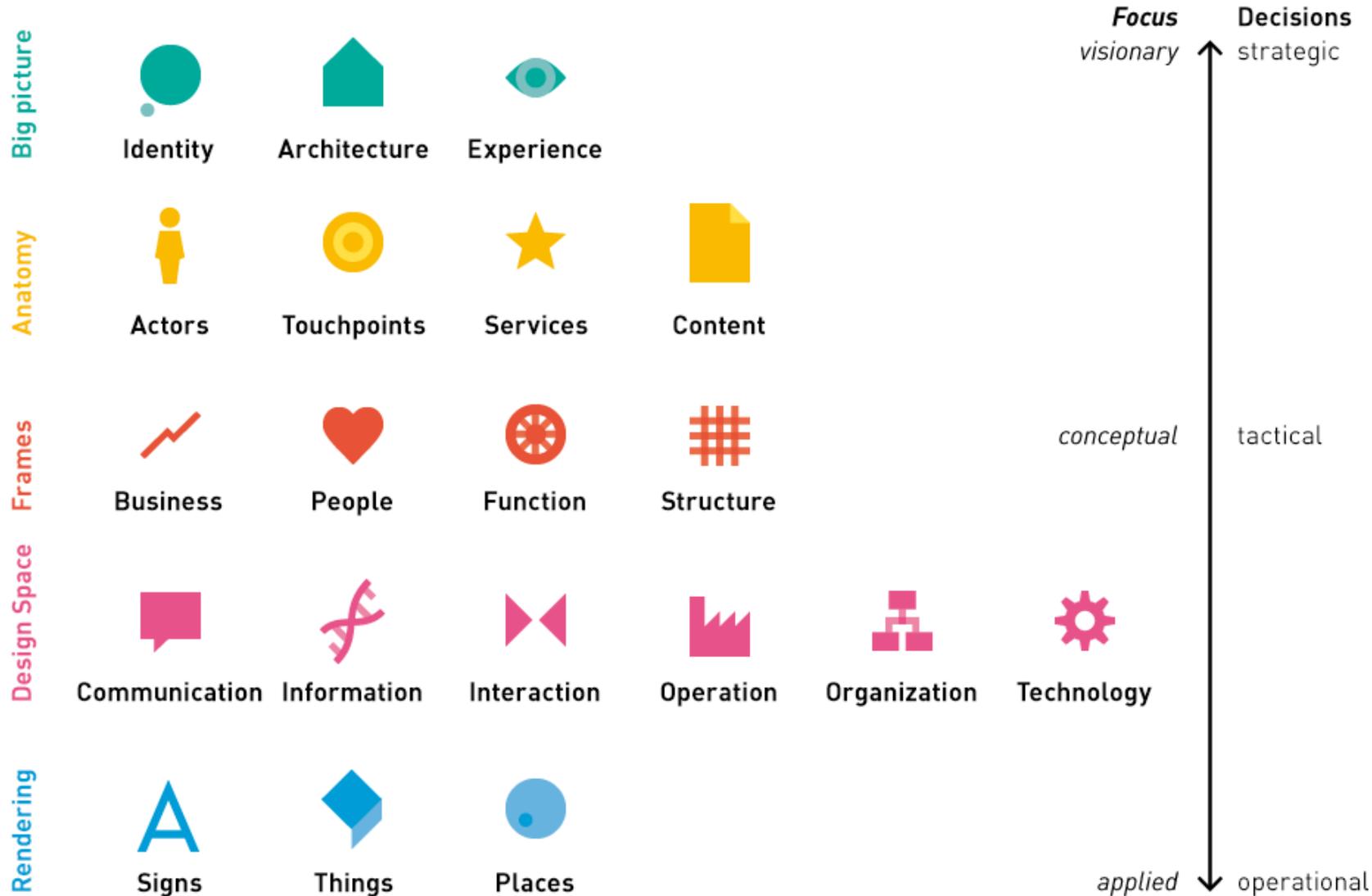


Performance diagram

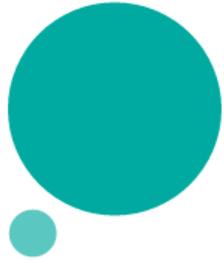


Design sprints

Enterprise Design Framework



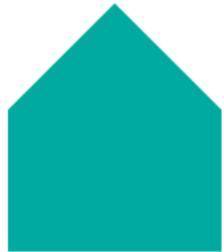
Big picture



Identity

What do people think and feel about your enterprise, and how does it appear as an image in their minds?

This aspect is about the enterprise as a mesh of personalities, impressions, and images in people's minds, as expressed in symbols, language, and emerging culture. It is subject to Branding work and related initiatives.



Architecture

How does your enterprise work and function, and how do its many structures support these activities?

This aspect is about the enterprise as a purposefully designed system of control structures, managing resources, assets, process flows, and capabilities. It is subject to cross-domain Enterprise Architecture work.



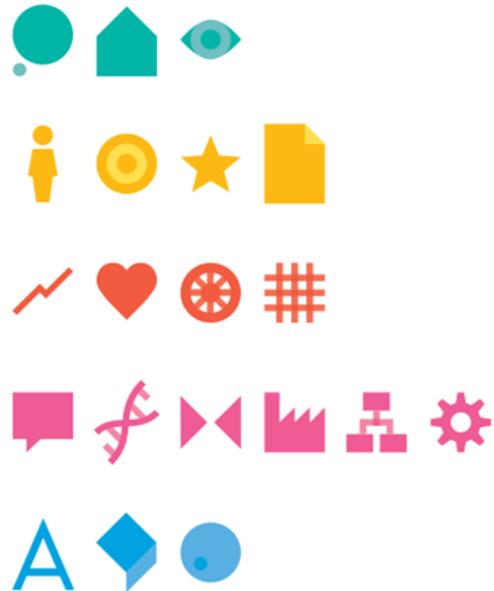
Experience

What do people get out of your enterprise, and what role does it want to play in their daily lives?

This aspect is about the enterprise as a space of people, environments, and artifacts. Experience Design work strives to redesign and improve these exchanges, starting from human behavior and perception.

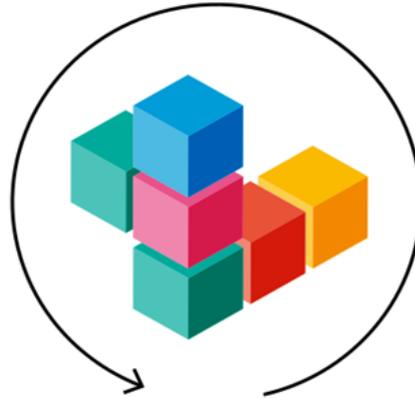


Enterprise design sprints

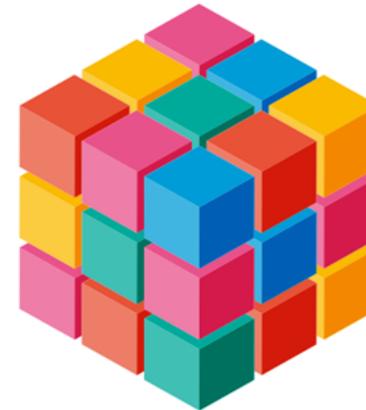


Look at everything that matters

Small iterations



Continuous improvement

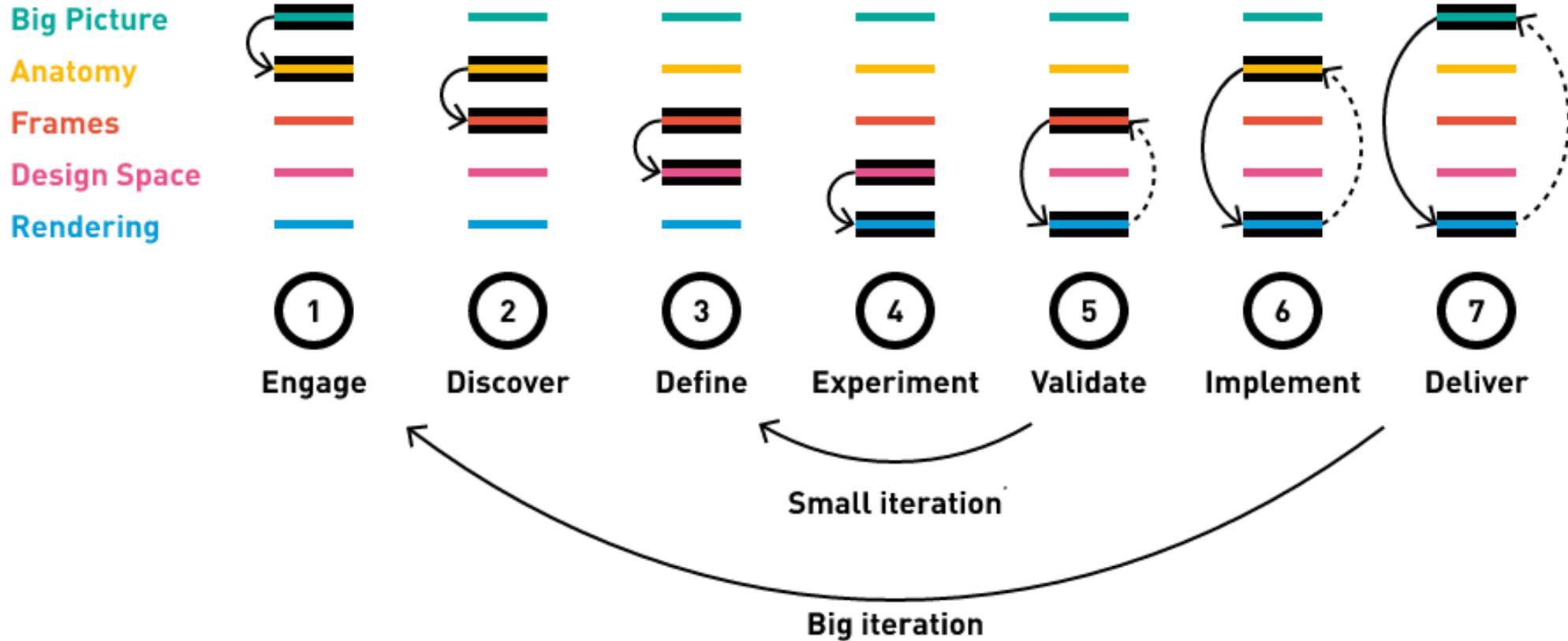


Small diverse teams

Incremental delivery and fast feedback



Enterprise design sprint



Enterprise design sprint canvas

enterprise design sprint

eda_c

Big Picture

Anatomy

Frames

Design Space

Rendering

1 Engage 2 Discover 3 Define 4 Experiment 5 Validate 6 Implement 7 Deliver

www.enterprisedesignframework.com
www.eda-c.com

Designer: _____ Client: _____ User: _____

1. engage Designer: 0:05

Get started: build a team, develop a vision, and define the challenge.

Briefing Client: 0:05 Designer: 0:05

Express the problem statement, find the right question. Ask why questions.

Statement

Goal

Challenge Designer: 0:05

We will (re)design _____

for _____

in a world where _____

0:15

2. discover Designer: 0:05

Understand the enterprise: meet your audience and explore the problem space

Interview User: 0:05 Designer: 0:05

Meet your user.

Reflection Designer: 0:05

What is the user's point of view?

How might we? Designer: 0:05

How might we... ?

How might we... ?

How might we... ?

0:20

3. define Designer: 0:05

Capture the status quo > envision the future: make models

Verb

Noun

Adjective

Link Flow

As is Designer: 0:05

Draw a model of the current environment.

To be Designer: 0:05

Draw a model of your solution.

0:20

Discuss your solutions Designer: 0:05

4. experiment Designer: 0:05

Develop options: get inspired, note and sketch ideas, and make the future enterprise visible.

0:10

Story Designer: 0:05

Once upon a time _____

Sketches Designer: 0:05

Idea 1	Idea 2	Idea 3
Idea 4	Idea 5	Idea 6

5. validate Designer: 0:05

Test and tweak your design: make prototypes, challenge assumptions, and gather feedback.

0:20

User feedback User: 0:05 Designer: 0:05

1 _____

2 _____

3 _____

4 _____

5 _____

6 _____

Client feedback Client: 0:05 Designer: 0:05

1 _____

2 _____

3 _____

4 _____

5 _____

6 _____

6. implement Designer: 0:05

Make it happen: plan the execution of your design, document and explain.

0:15

Blueprint Designer: 0:05

Frontpage				
Touchpoint				
User activity				
Visible client activity				
Backpage	→			
Hidden client activity				
Support process				

Discuss your blueprints Client: 0:05 Designer: 0:05

7. deliver Designer: 0:05

Launch your new enterprise: communicate, manage the transition, evaluate impact.

0:05

Your first tweet Designer: 0:05

Draw your key message

Your Twitter handle Designer: 0:05

Write your first tweet. Keep it short (140 Characters)

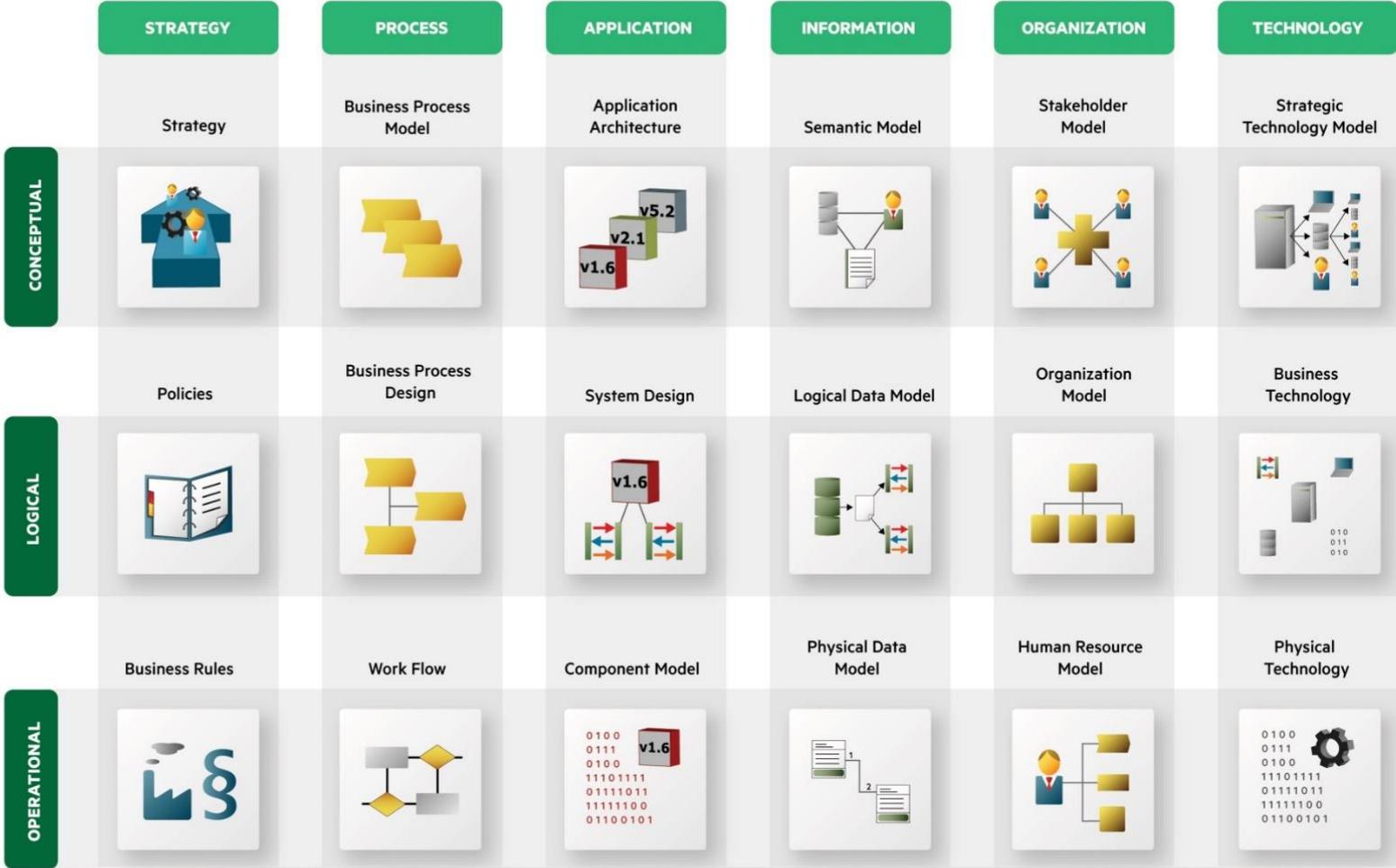
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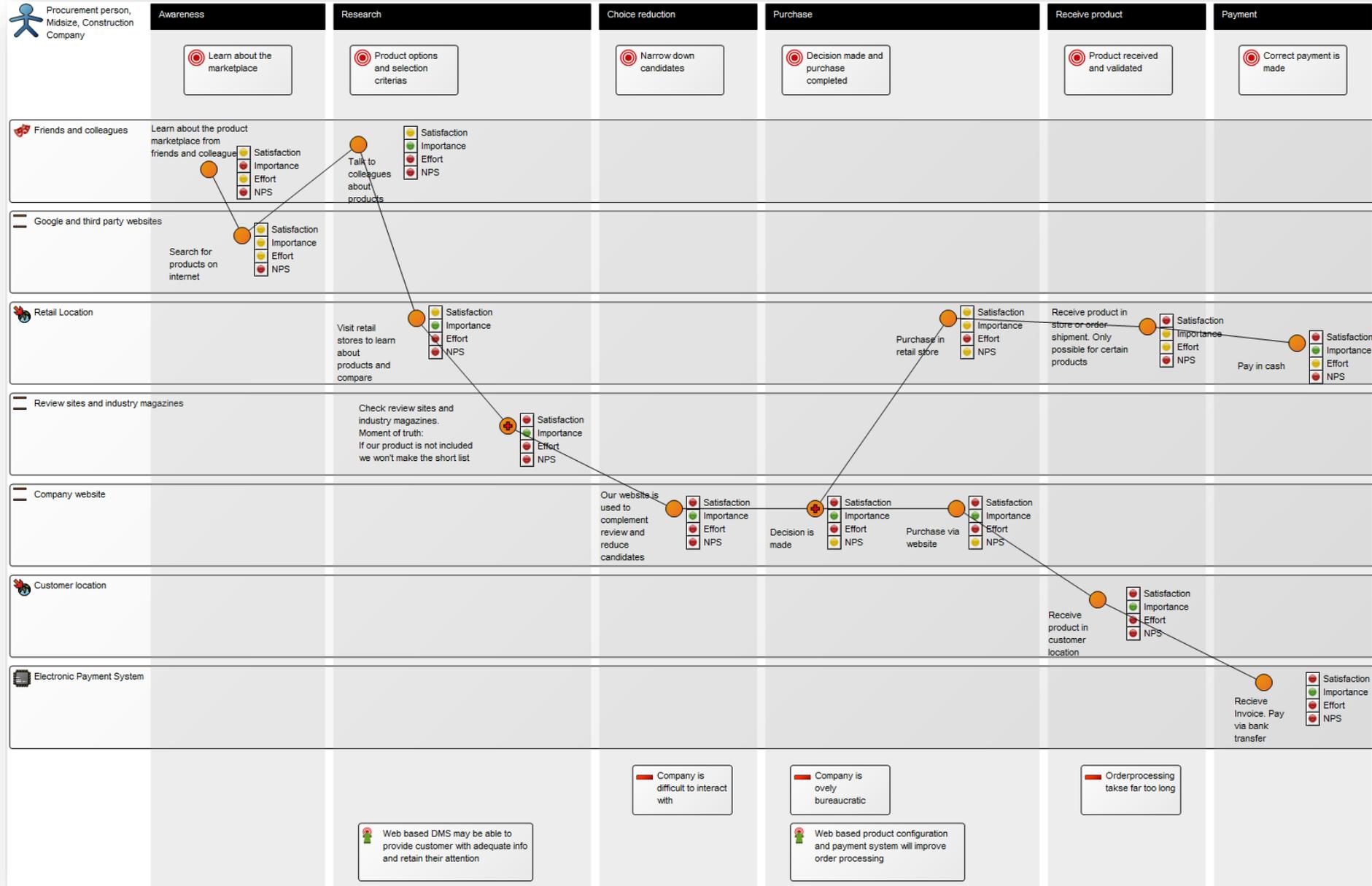
**“10+ mill USD annual savings in
maintenance fee by discontinuing
more than 500 applications”**

Enterprise Architecture
Business Architecture
Digital Business
Management System
Governance, Risk and Compliance

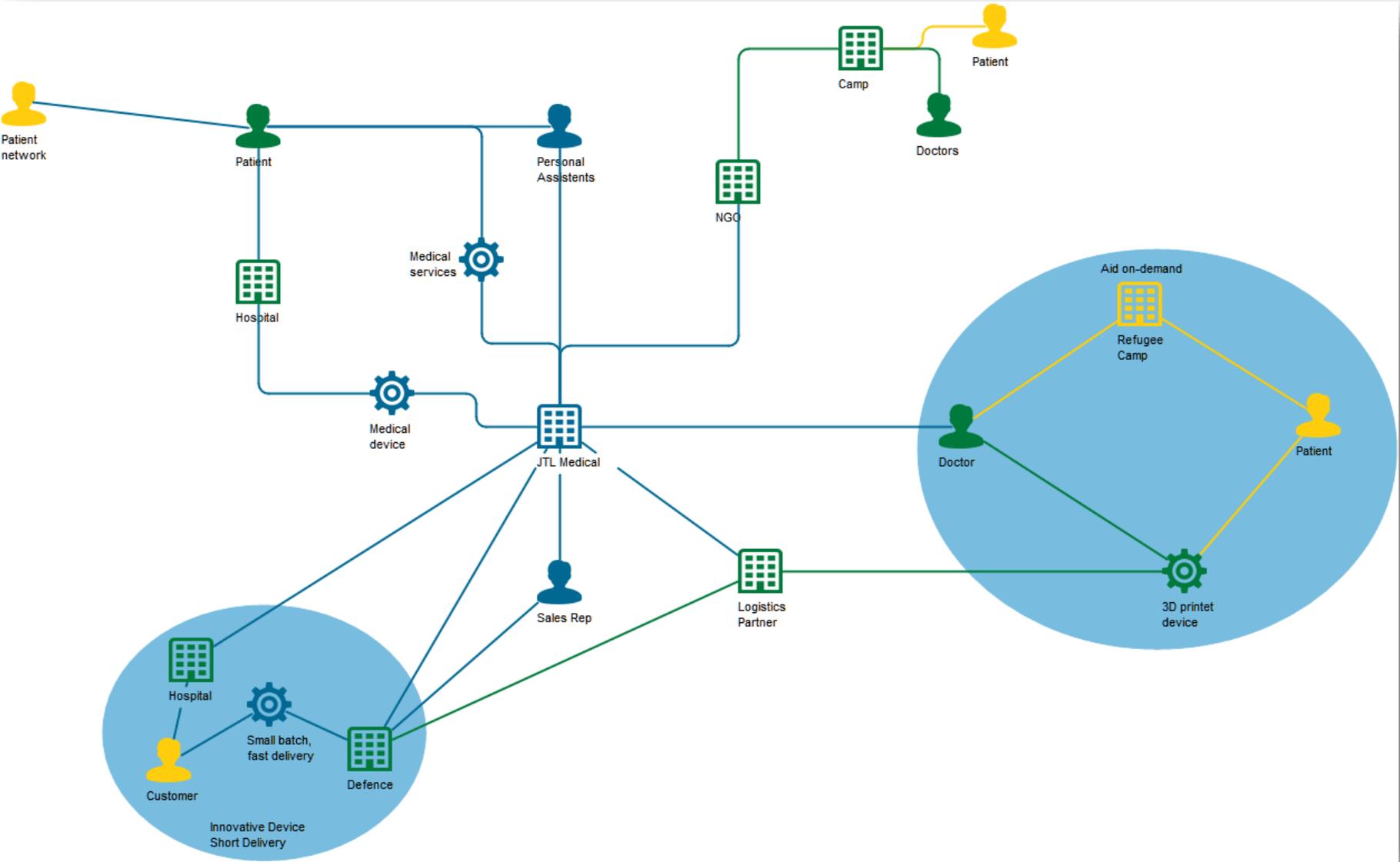
QualiWare EA Framework



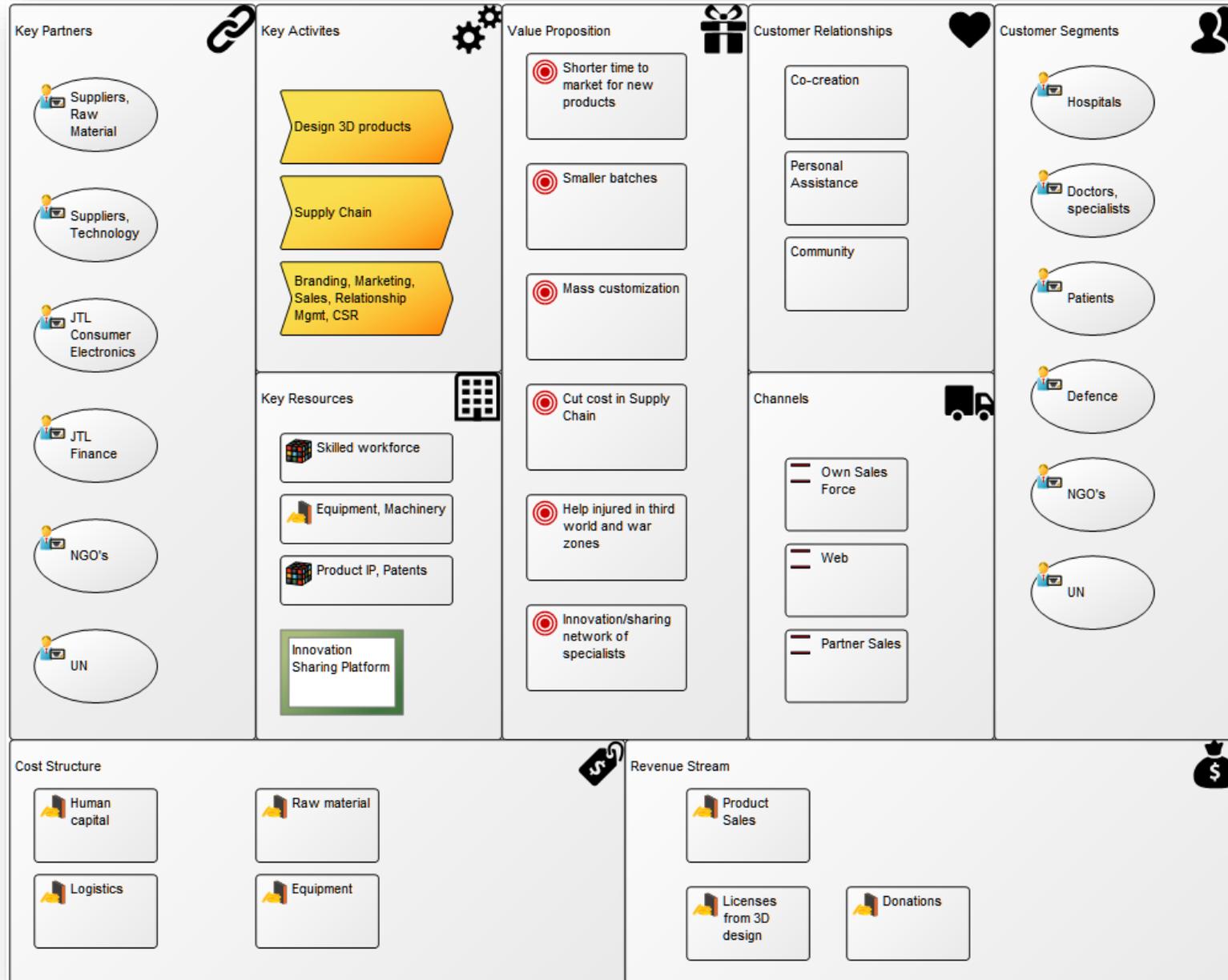
Customer Journey Map



Business Eco-system

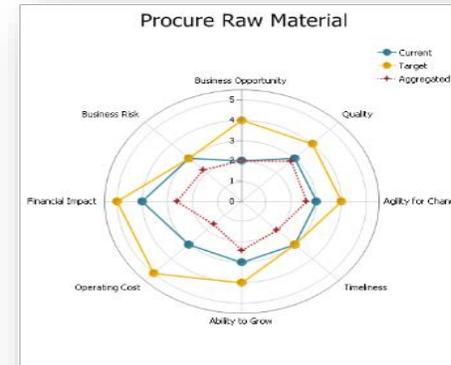
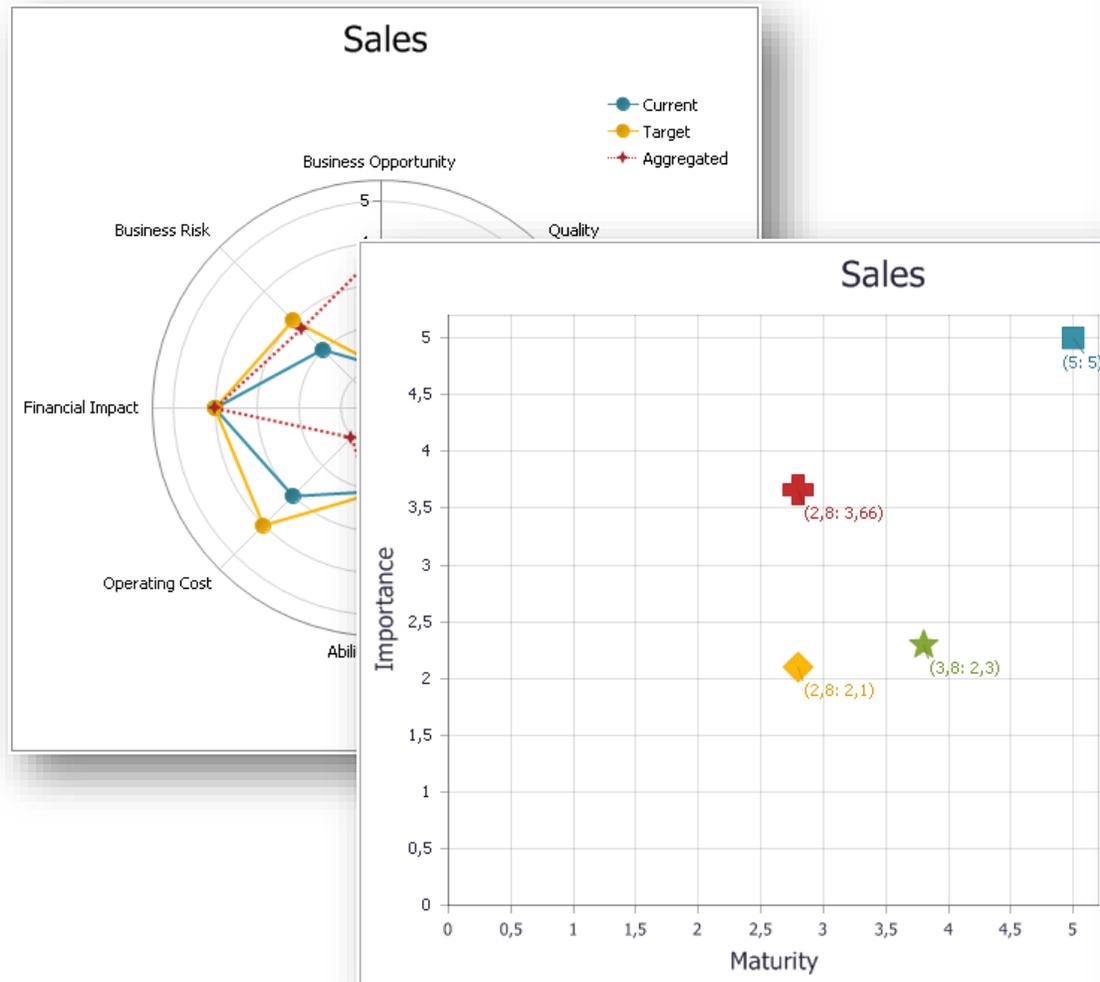


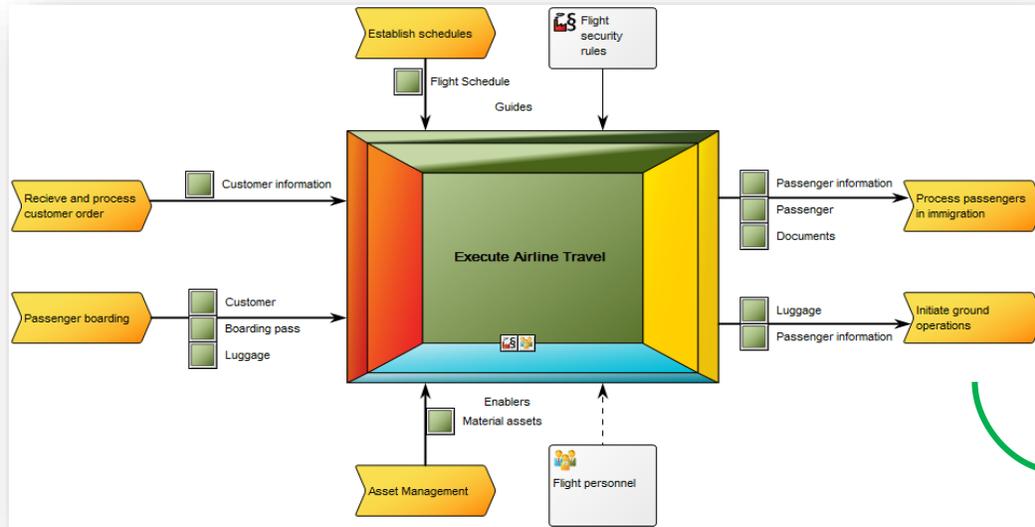
Business Model Canvas



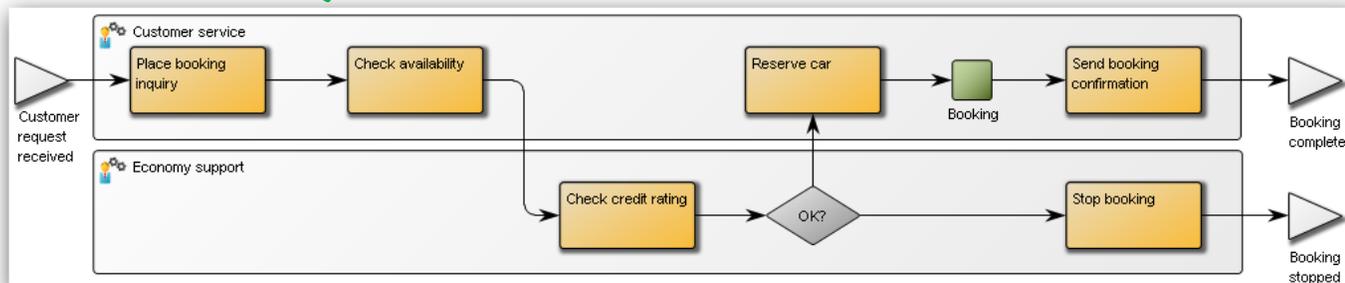
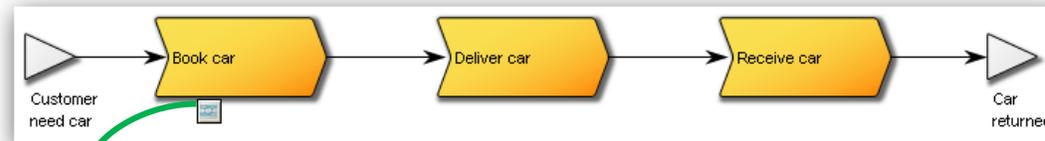
Business outcomes

- Business Capabilities





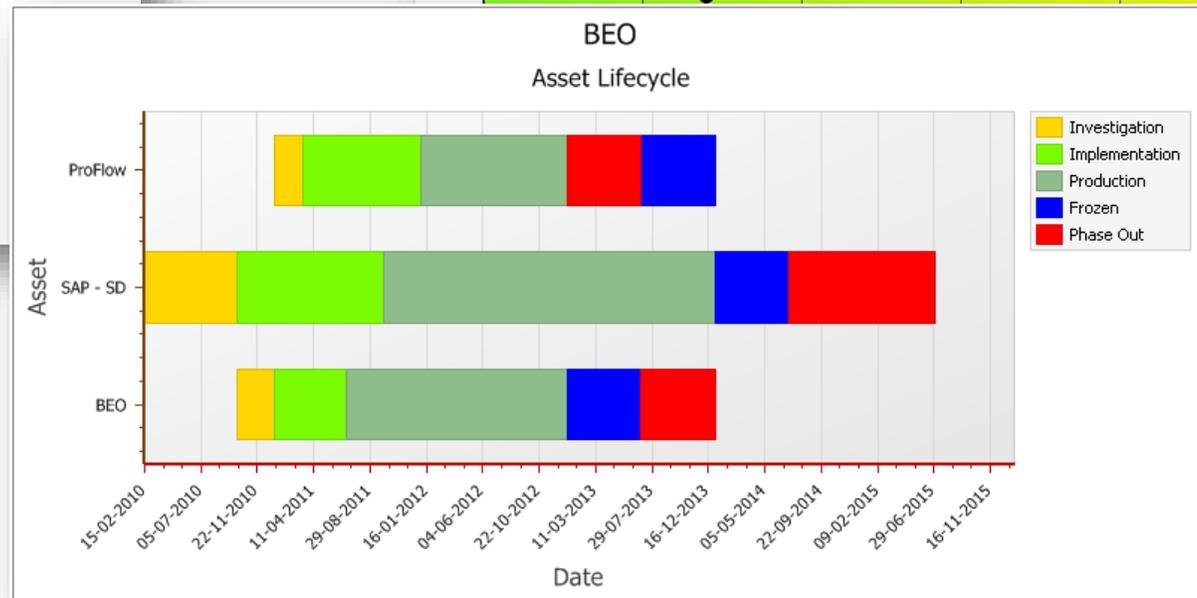
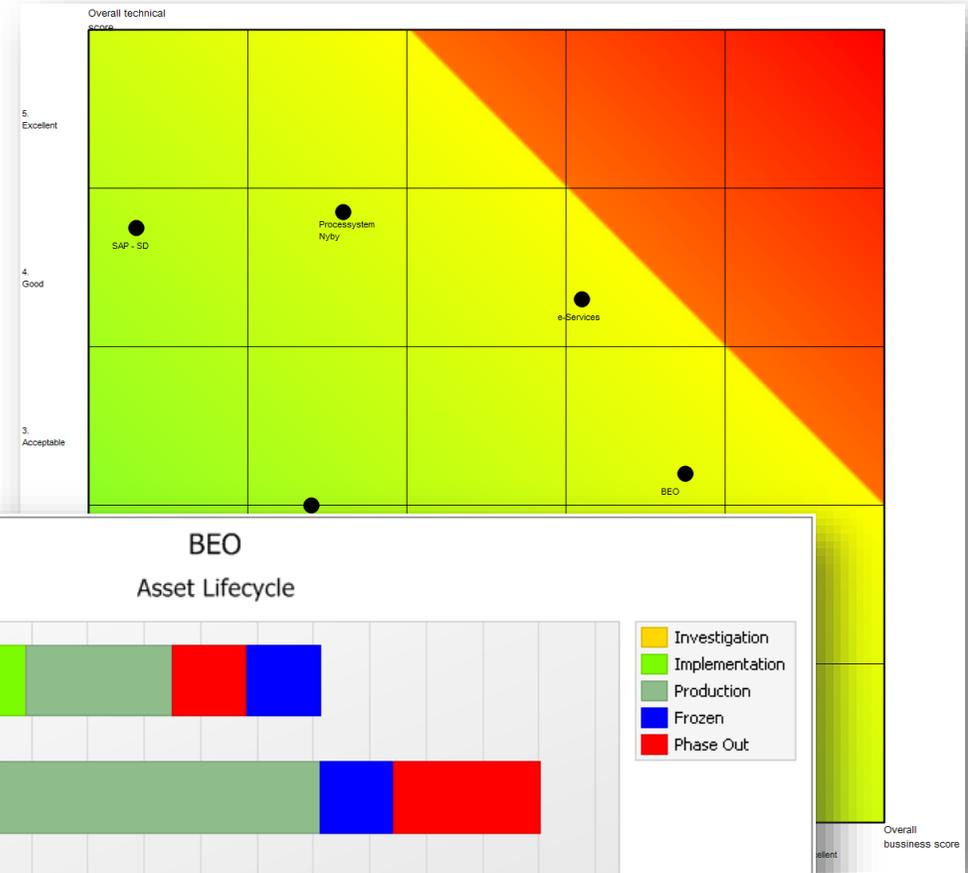
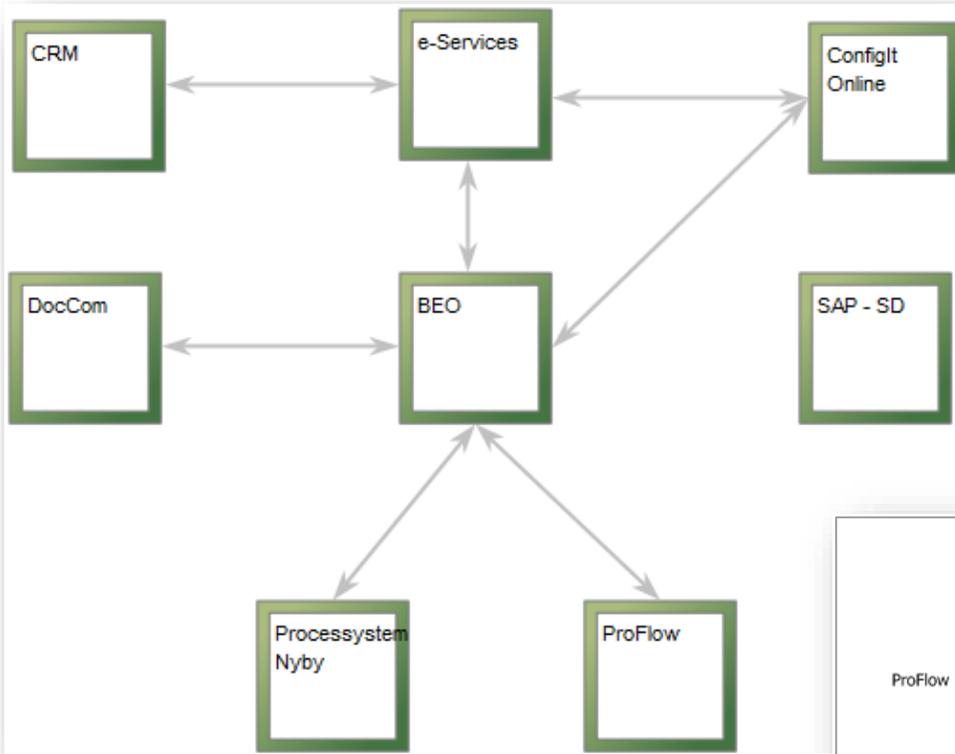
Core processes
breaks down to
sub processes...



...and are visualized by
workflow diagrams



APM



ENABLING POSITIVE CHANGE®

