

# The future of managed business transformations

Kuno Brodersen, QualiWare



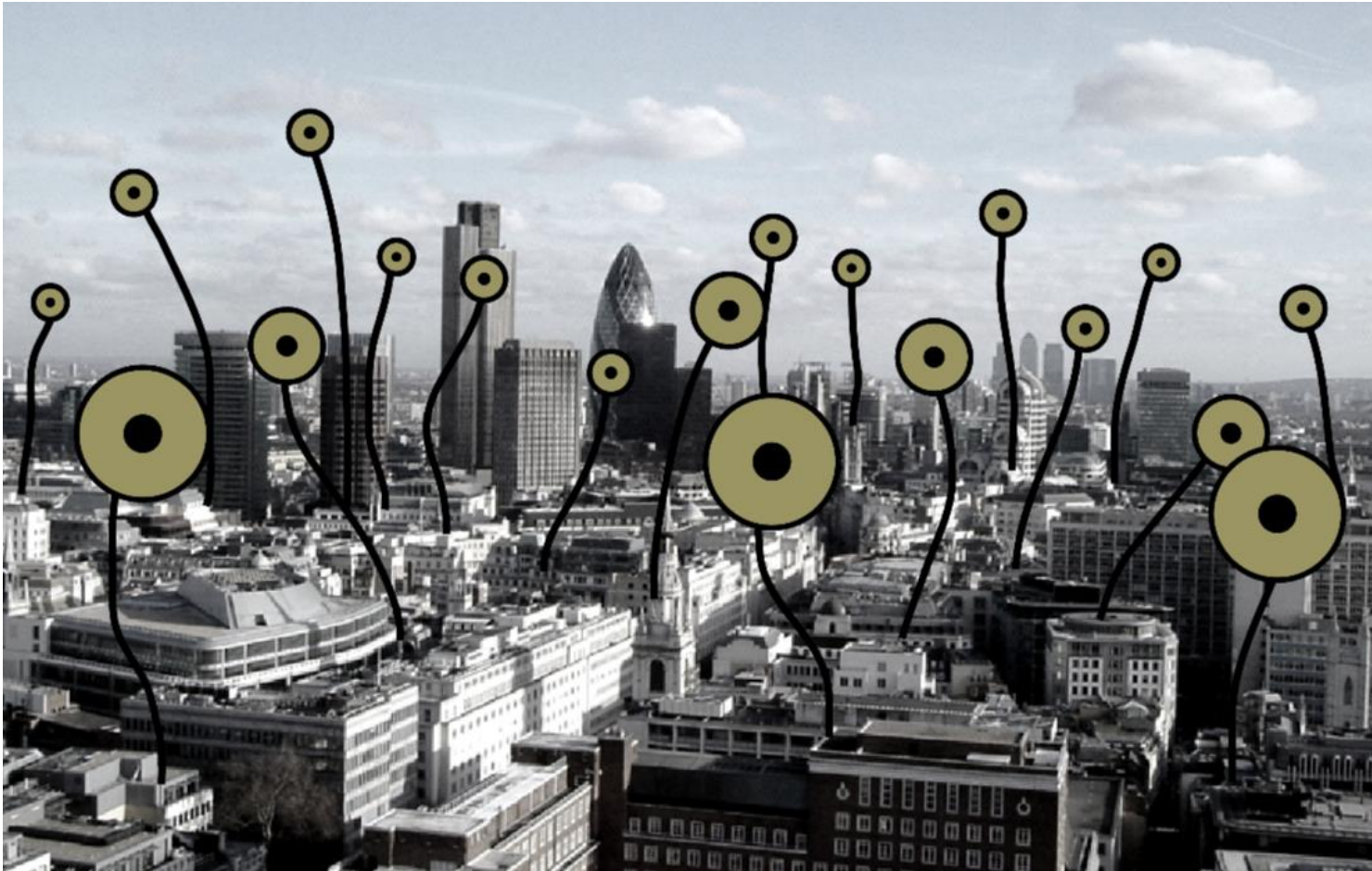
# The Situation

**ACTIVITIES AND  
ARTIFACTS **MERGE** INTO  
COMPLEX EXPERIENCES**



# Digital Age

An additional layer changing the fabric of reality itself



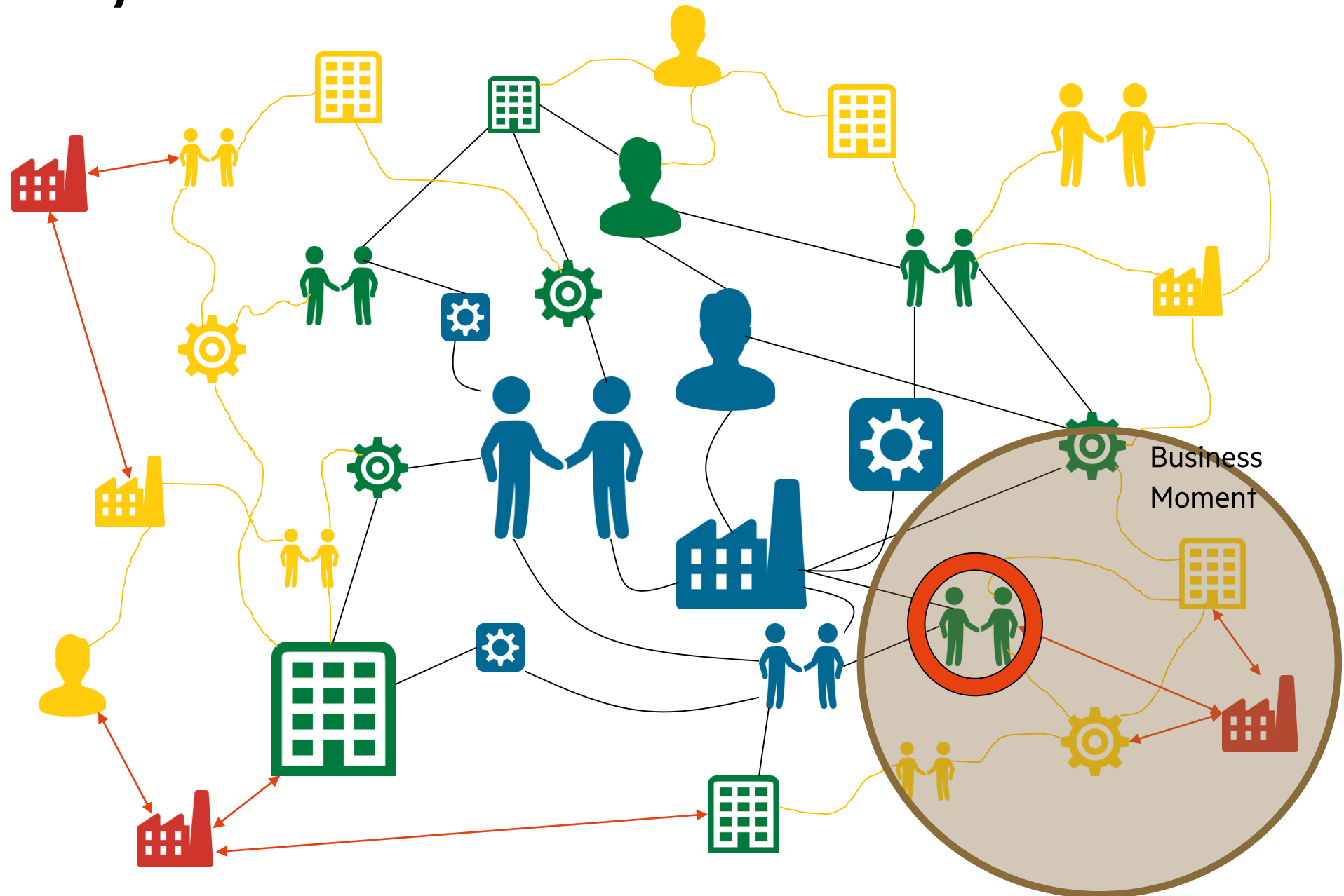
IT WILL BE NOTICED ONLY  
BY ITS **ABSENCE**, NOT ITS  
PRESENCE

– N. NEGROPONTE, BEYOND DIGITAL (1998)



# The ecosystem

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# Reacting to market dynamics

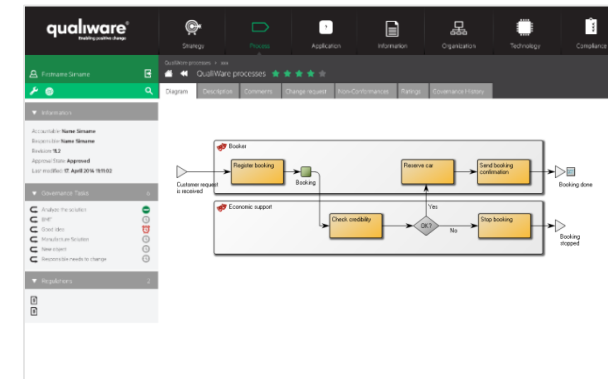


**Coherency**



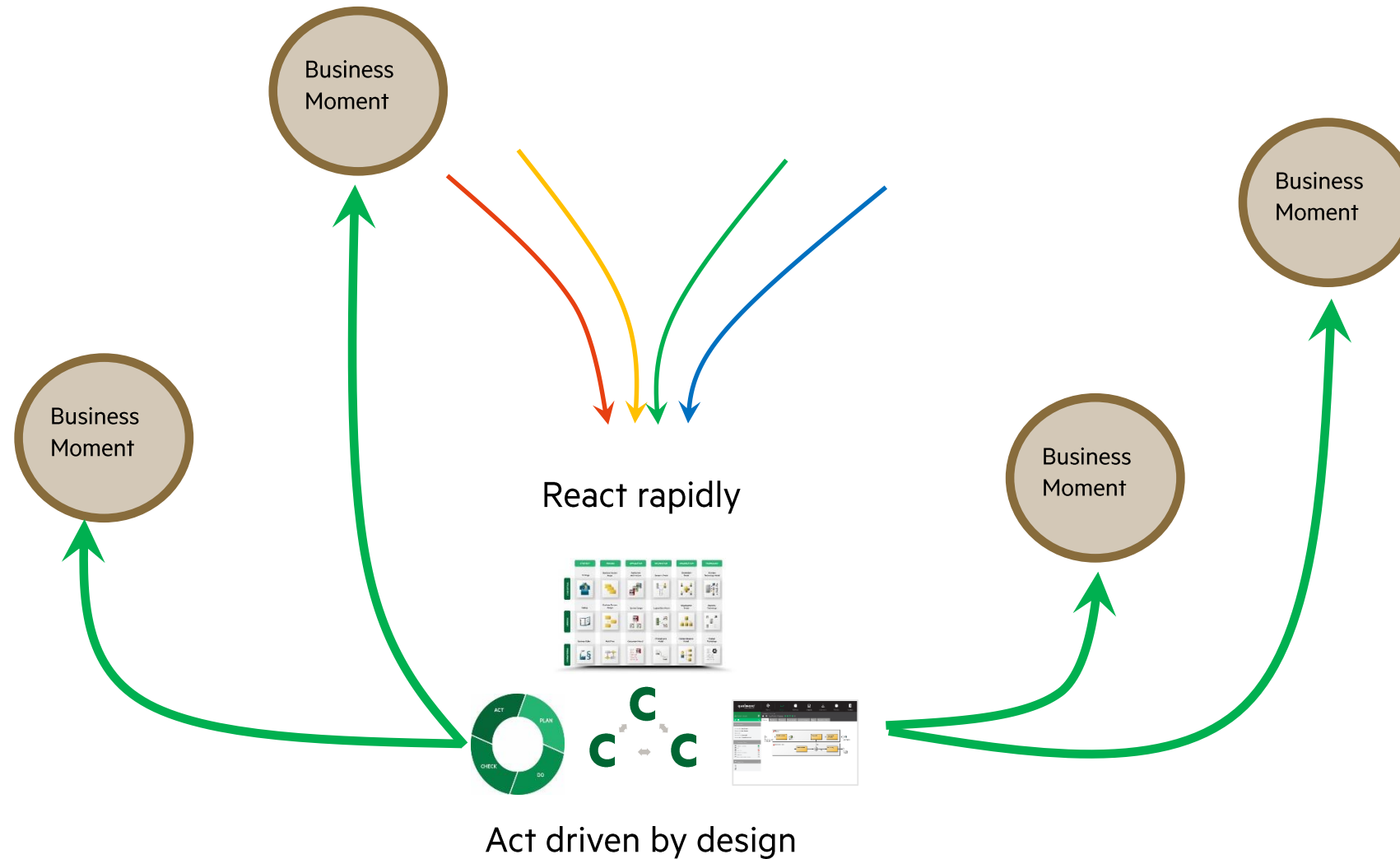
**Consistency**

**Consensus**



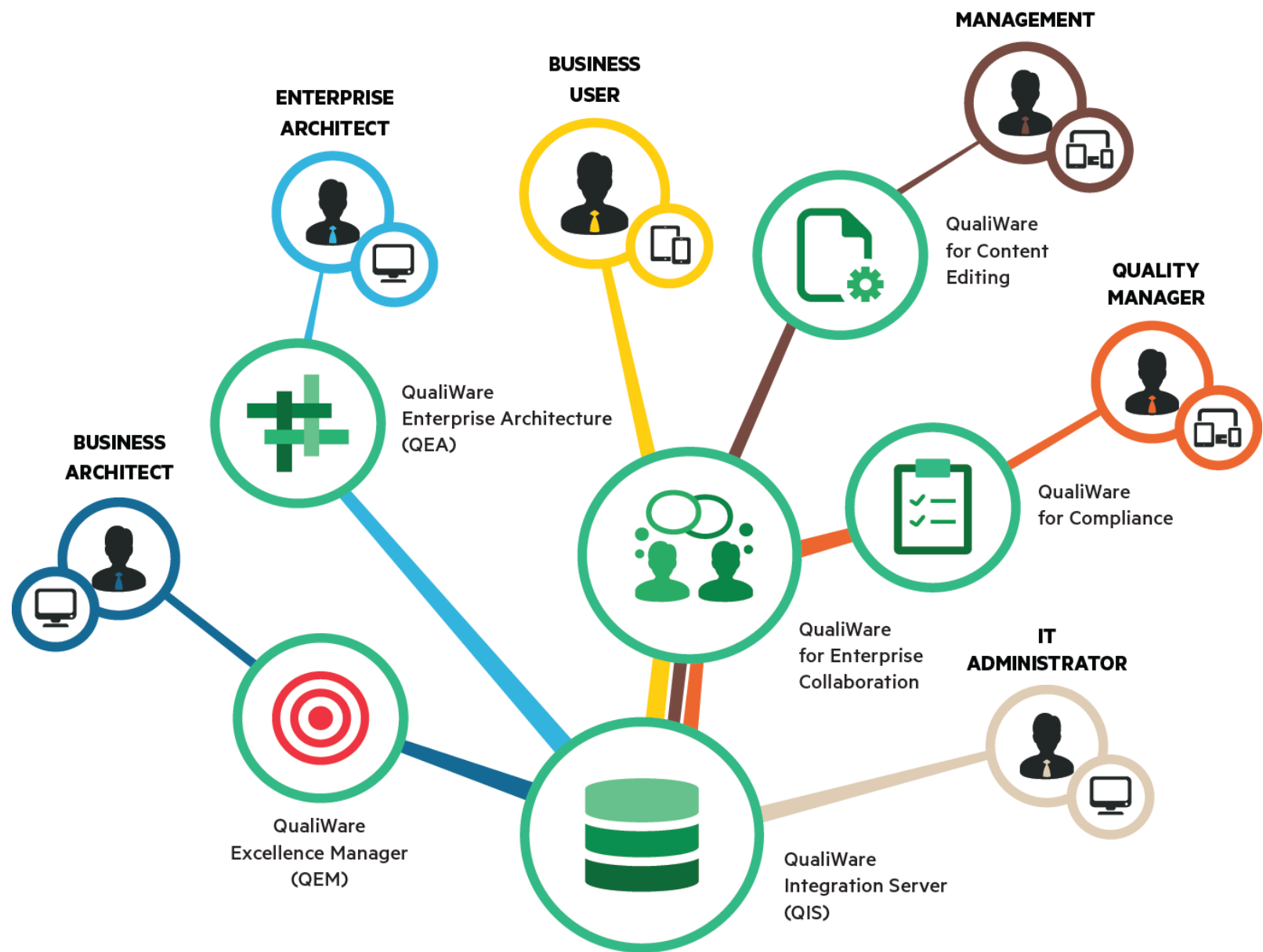
# Rock the world

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# Product architecture



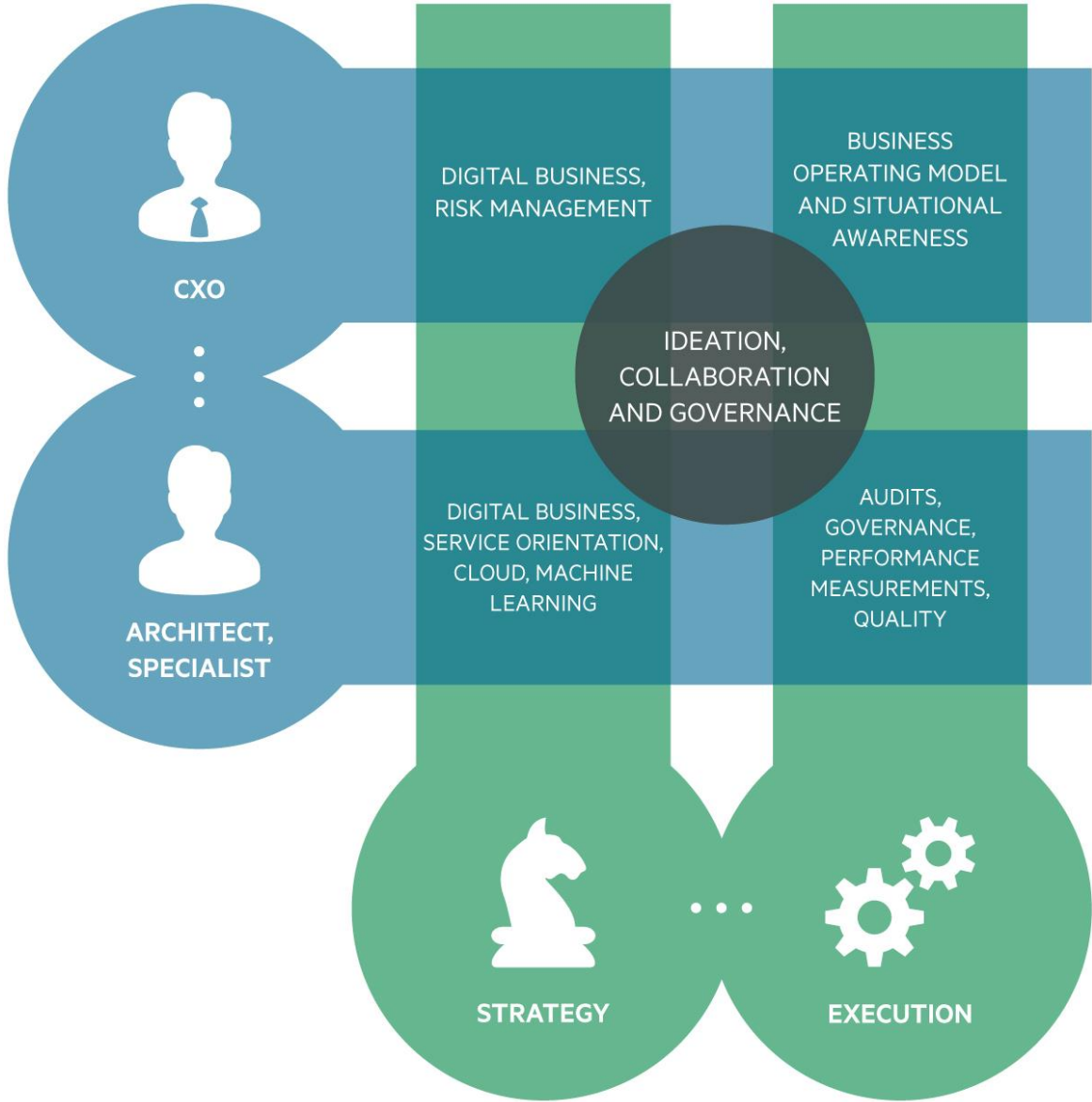
## Market Drivers and QualiWare vision

# 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.

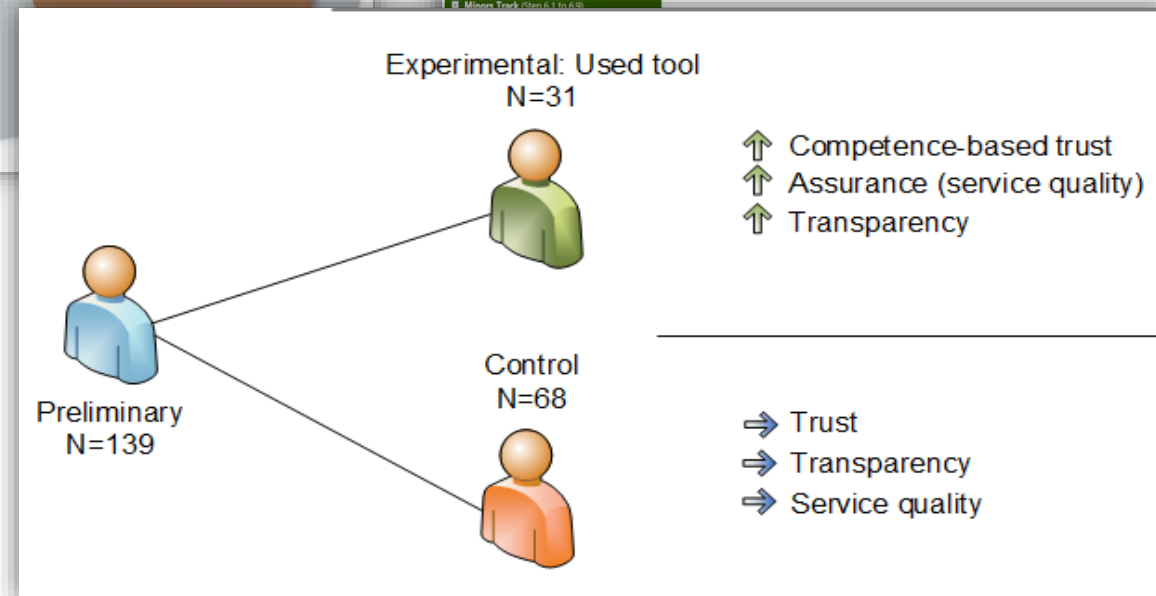
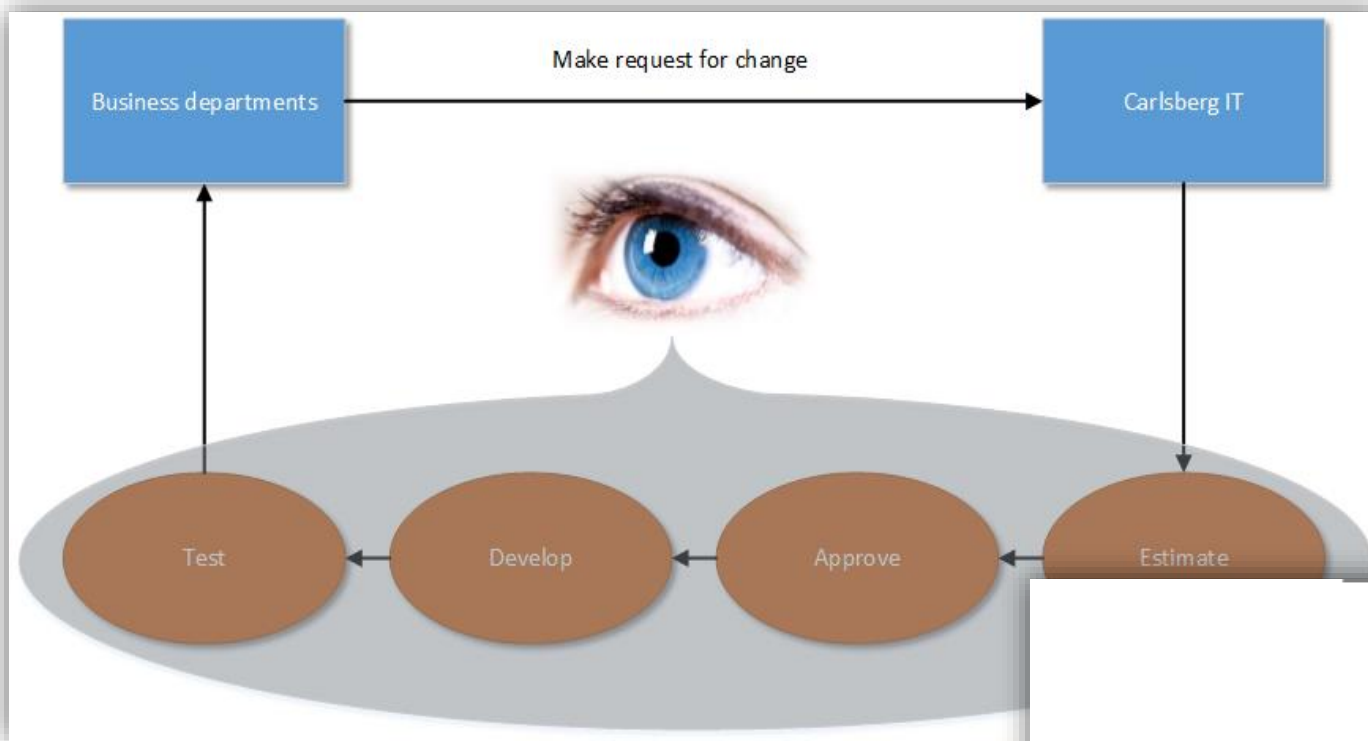
But the larger the organization, the more likely that procedures need to be recorded to ensure everyone is clear on who does what. *This process of systemizing how things are done is known as a **management system**.*

# 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

# Research project





# Collaboration platform ensure transparency and engagement

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The screenshot displays the QualiWare dashboard interface. At the top, the QualiWare logo is on the left, and navigation icons for Strategy, Process, Application, Organization, and News are in the center. On the right, there are links for 'Change role' and 'Change theme'. The main dashboard area features several modules: 'JTL Overview' with a house icon and a flowchart titled 'JTL Overview Business Operating Model'; 'My Governance Tasks' with a large '0'; 'My Subscriptions' with a large '8'; 'My Audits' with a large '0'; 'My Change Requests' with a large '0'; 'My Non-Conformances' with a large '0'; 'My Corrective Actions' with a large '0'; 'Latest Changes' with a document icon; and 'Quick Search' with input fields for 'Process:' and 'Document:'. At the bottom left, there is a section titled 'QualiWare at GartnerSummit' with placeholder text. At the bottom right, there is a 'News' module with a document icon.

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Enabling positive change

STRATEGY PROCESS APPLICATION ORGANIZATION NEWS

Change role Change theme

**JTL Overview**

JTL Overview Business Operating Model

**0**  
My Governance Tasks

**8**  
My Subscriptions

**0**  
My Audits

**0**  
My Change Requests

**0**  
My Non-Conformances

**0**  
My Corrective Actions

**Quick Search**

Process:  
Document:

**QualiWare at GartnerSummit**

Lorem ipsum dolor sit amet, consectetur adipiscing elit. Sed ac tincidunt est. Quisque iaculis gravida odio, non tincidunt ante. Donec at ultrices dolor. Nunc scelerisque tempor porttitor. Nulla posuere at justo vitae hendrerit. Nunc nisi tellus, tempor posuere lacinia ut, dapibus in mi.

**News**



# 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"><li>Payroll_5 Monthly payroll process</li><li>Recruit staff</li><li>Payroll_4 Payroll control</li><li>Payroll_2 Recruitment &amp; Termination</li><li>End employment</li><li>Payroll_6 Payment to employees</li><li>Payroll_01 Employee Master File</li></ul>



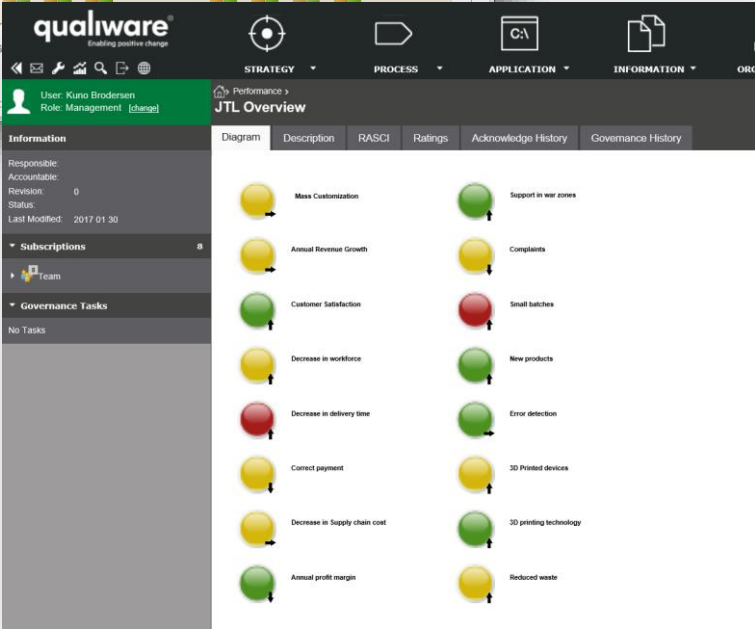
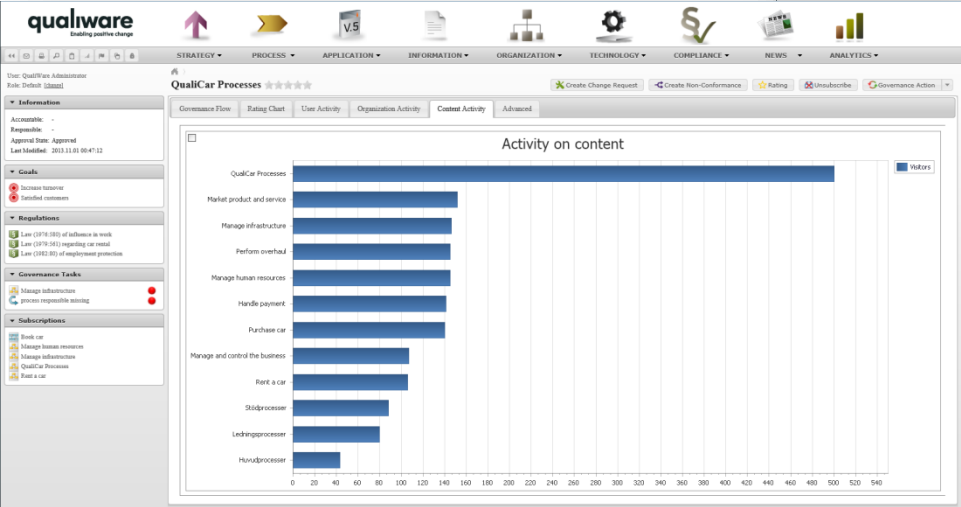
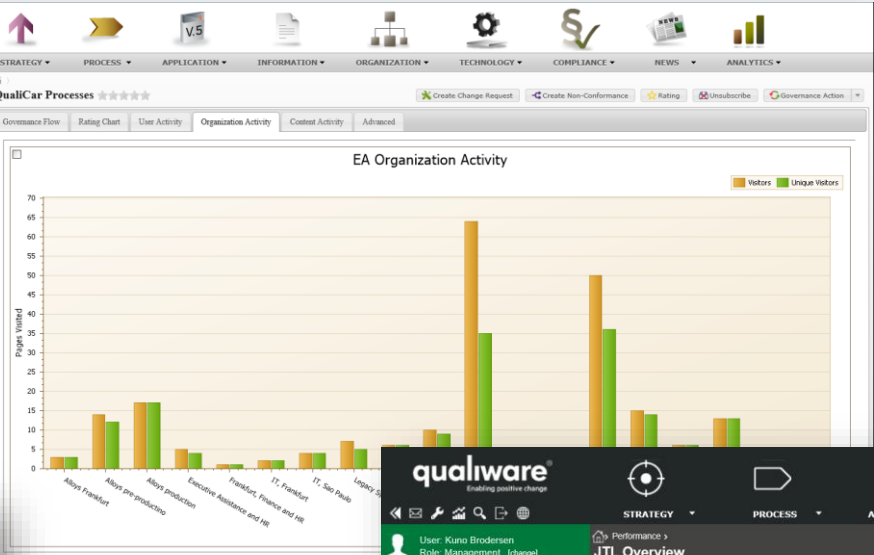
***“A five-fold increase in the number of web-hits in the management system”***

***“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”***

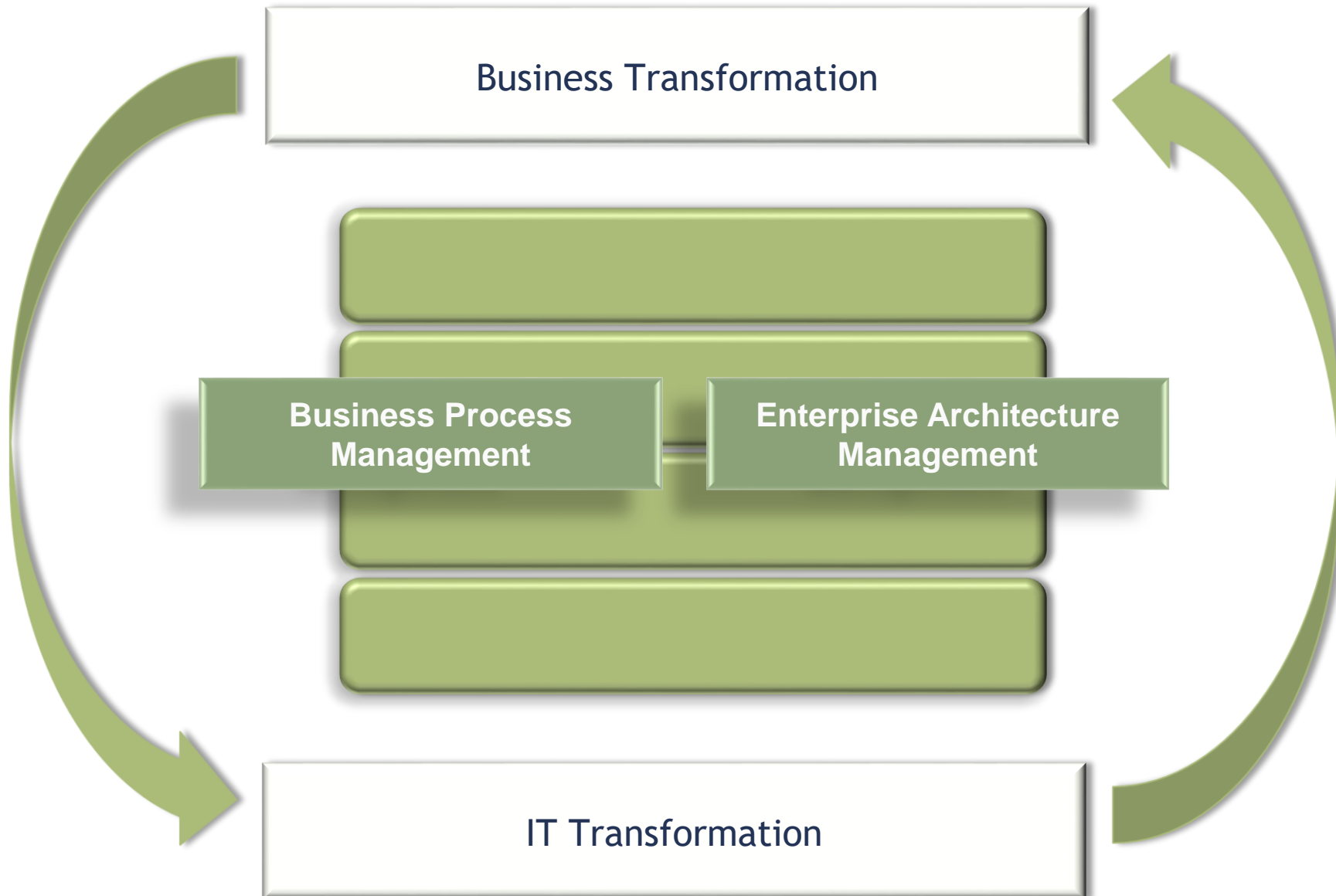
# Business Operating System

# Situational awareness



# Enabling positive change

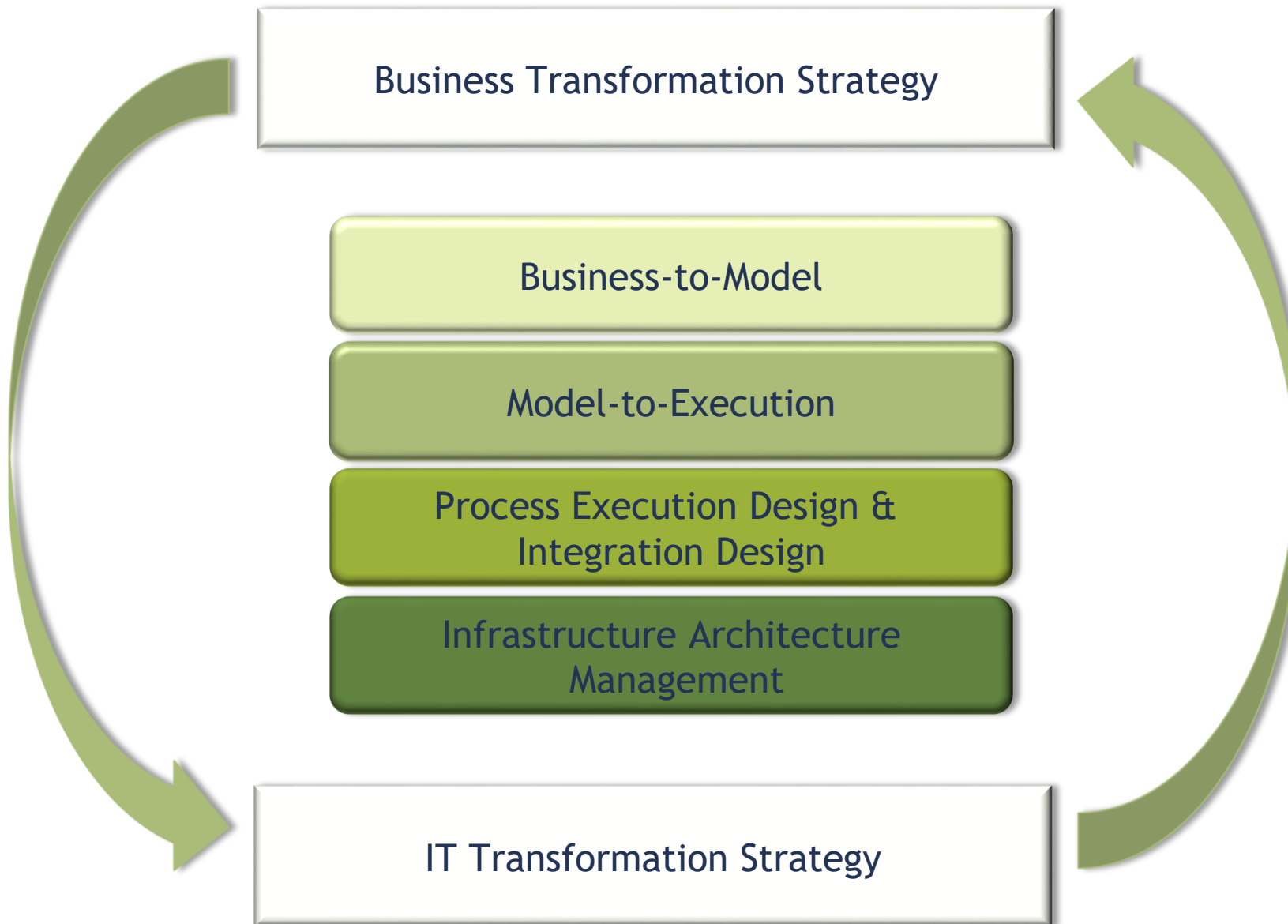
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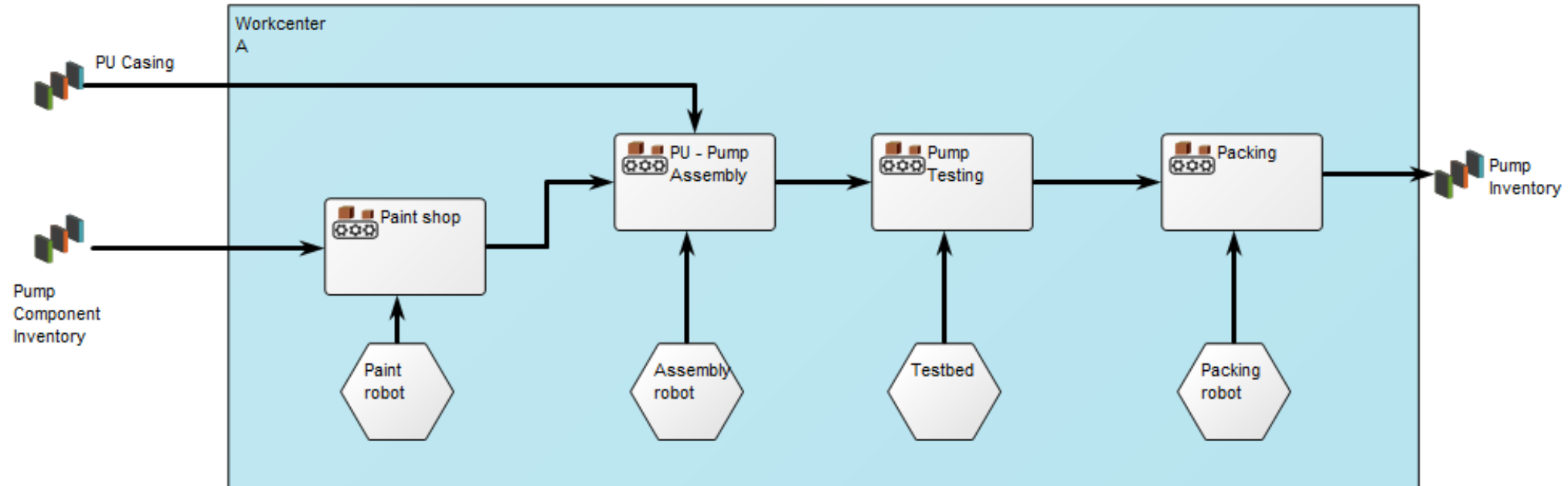


# QualiWare platform capabilities

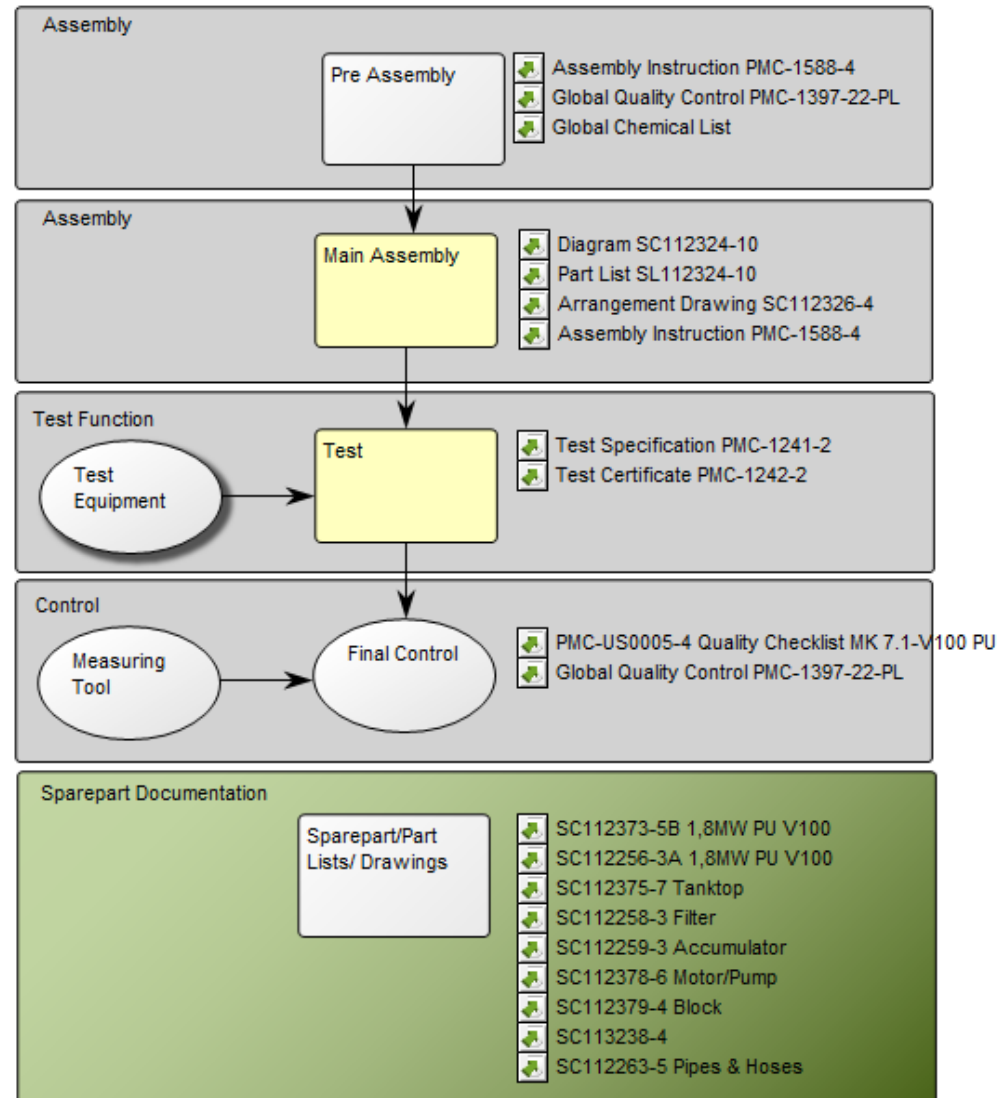
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# Production Site Configuration

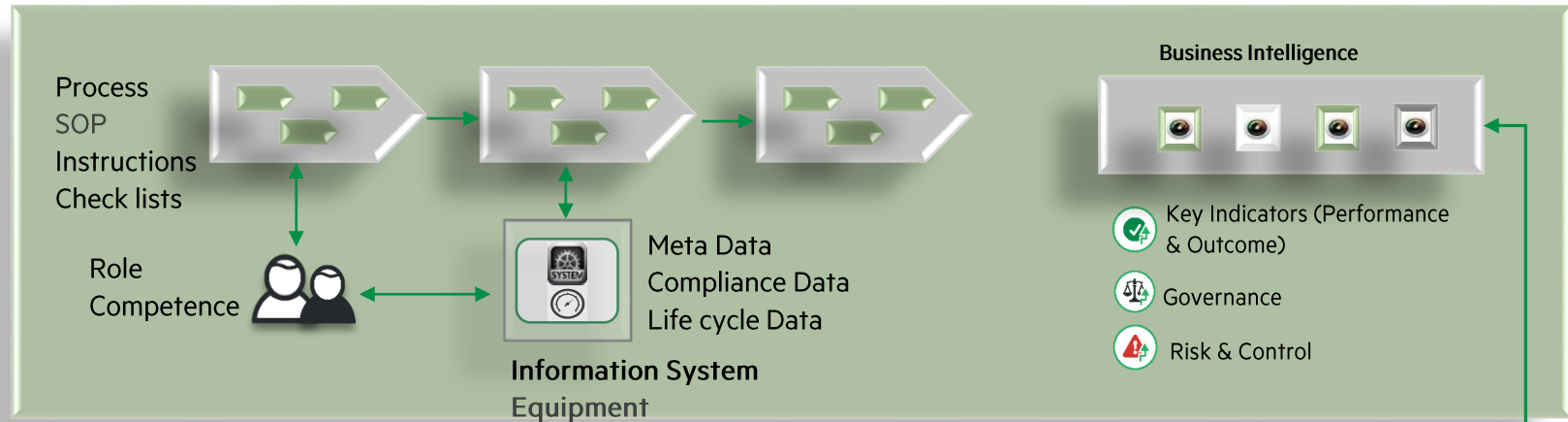


# Manufacturing routing network

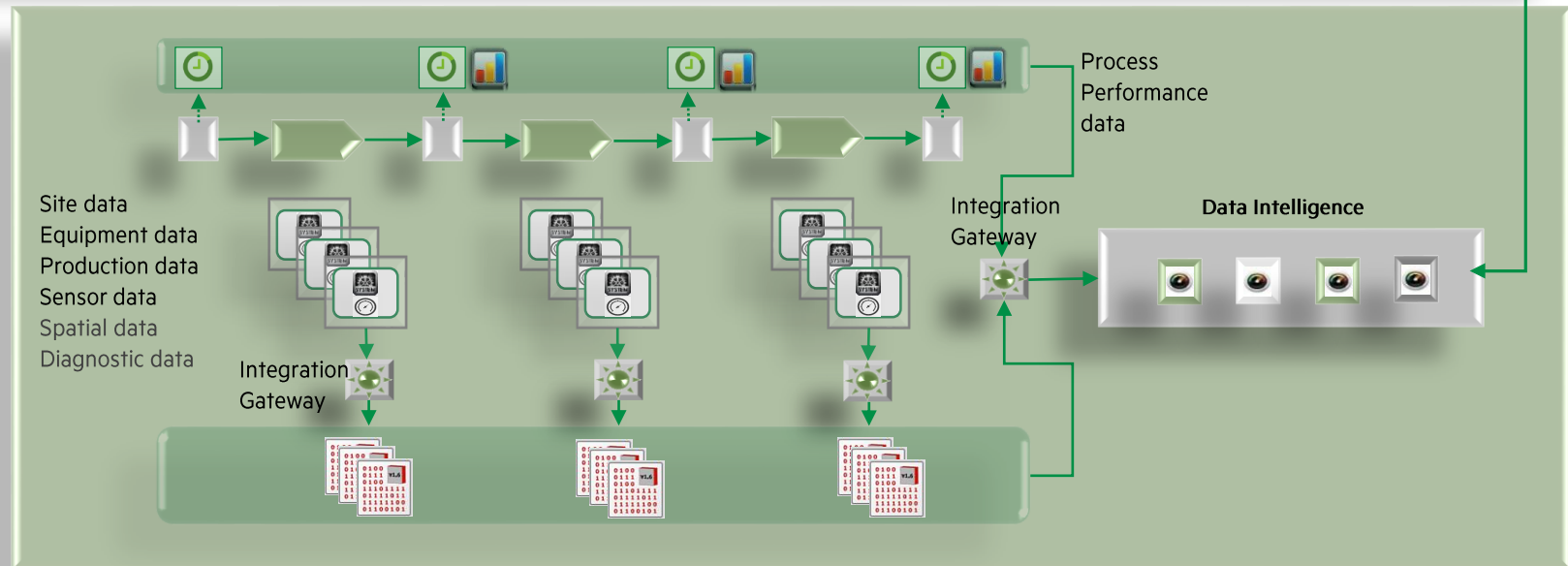


# New generation Business Management System **qualiware®**

Design time

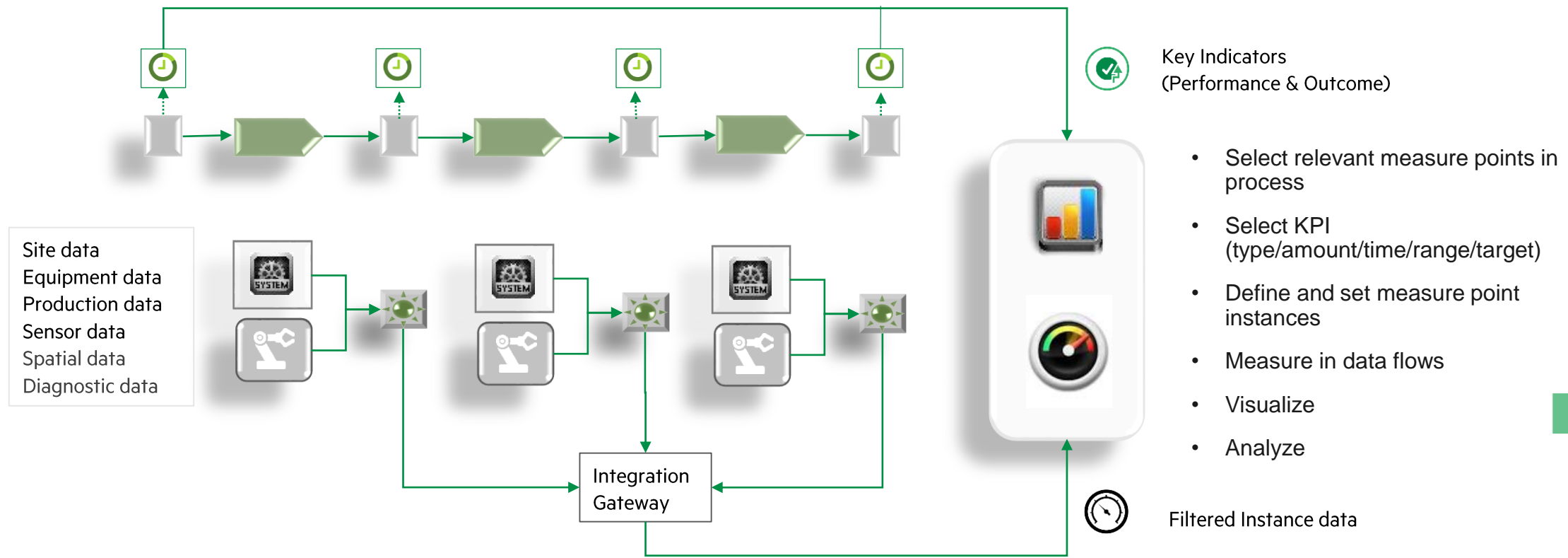


Run time



# 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

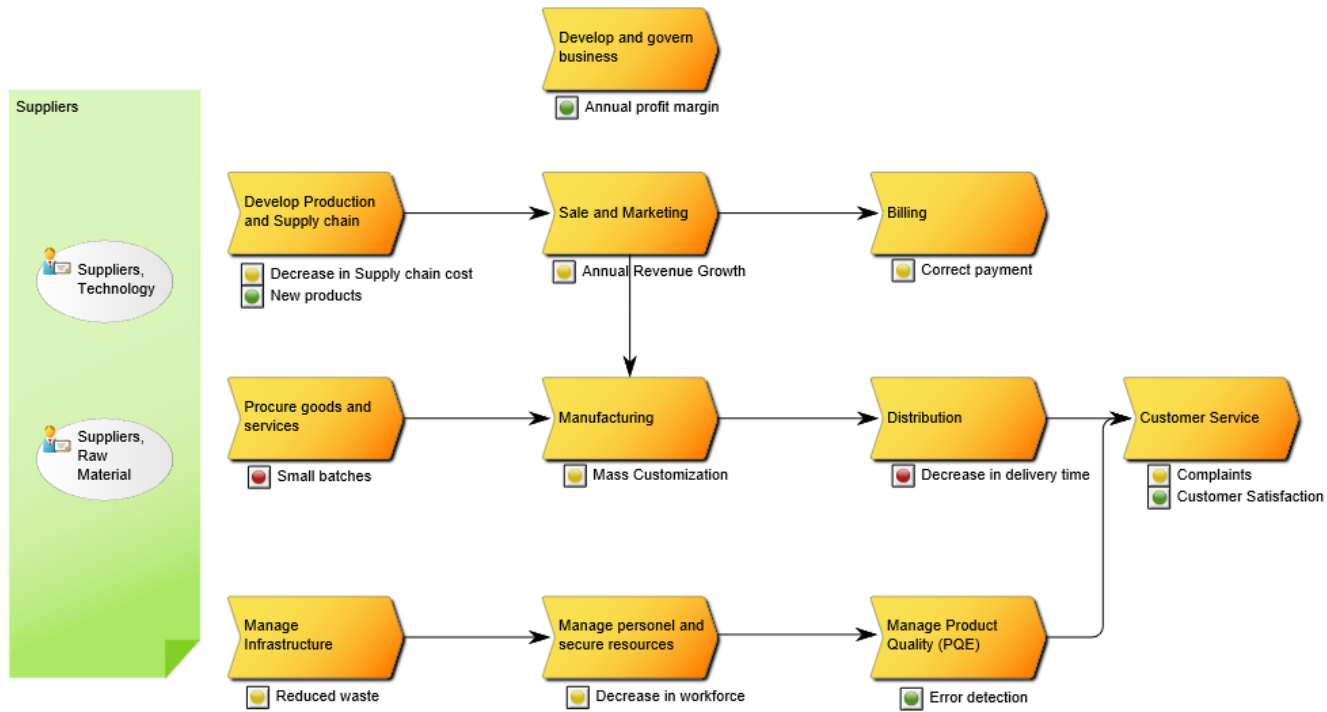


## JTL Overview

Diagram

Description

### JTL Overview Business Operating Model

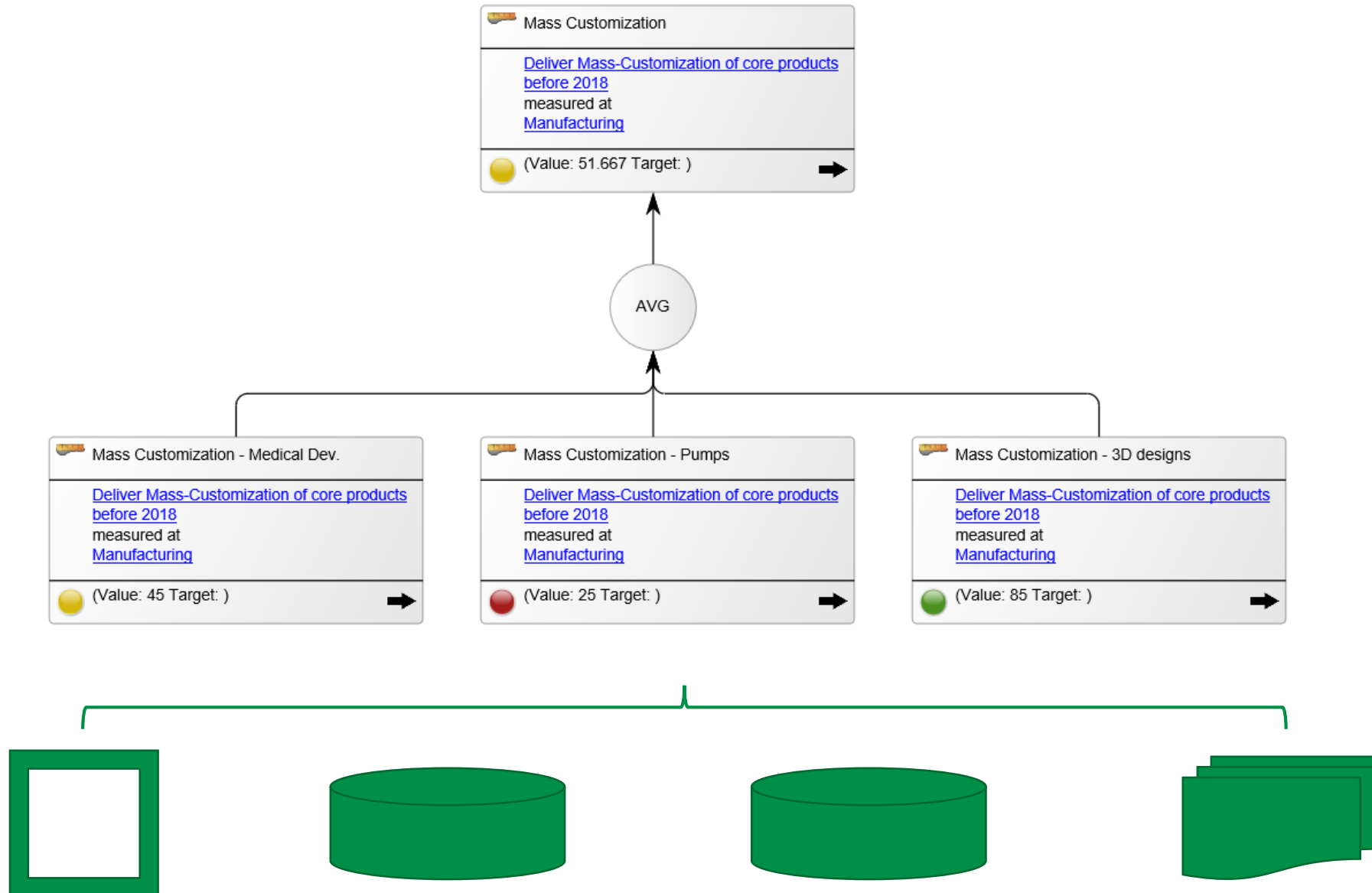


#### Performance overview:

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



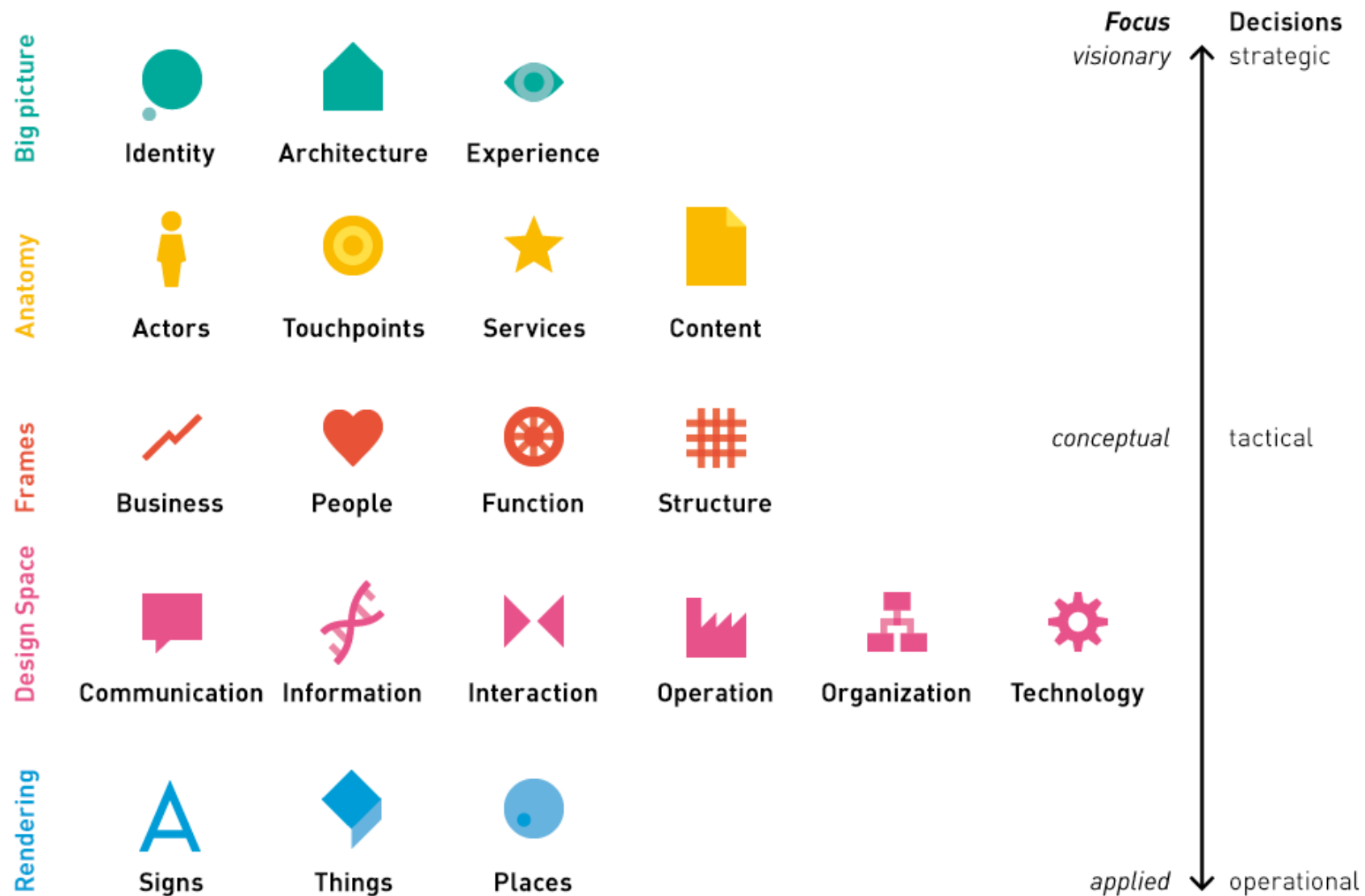
# Performance diagram



# Design sprints



# Enterprise Design Framework



# Big picture



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## 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.



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## 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.



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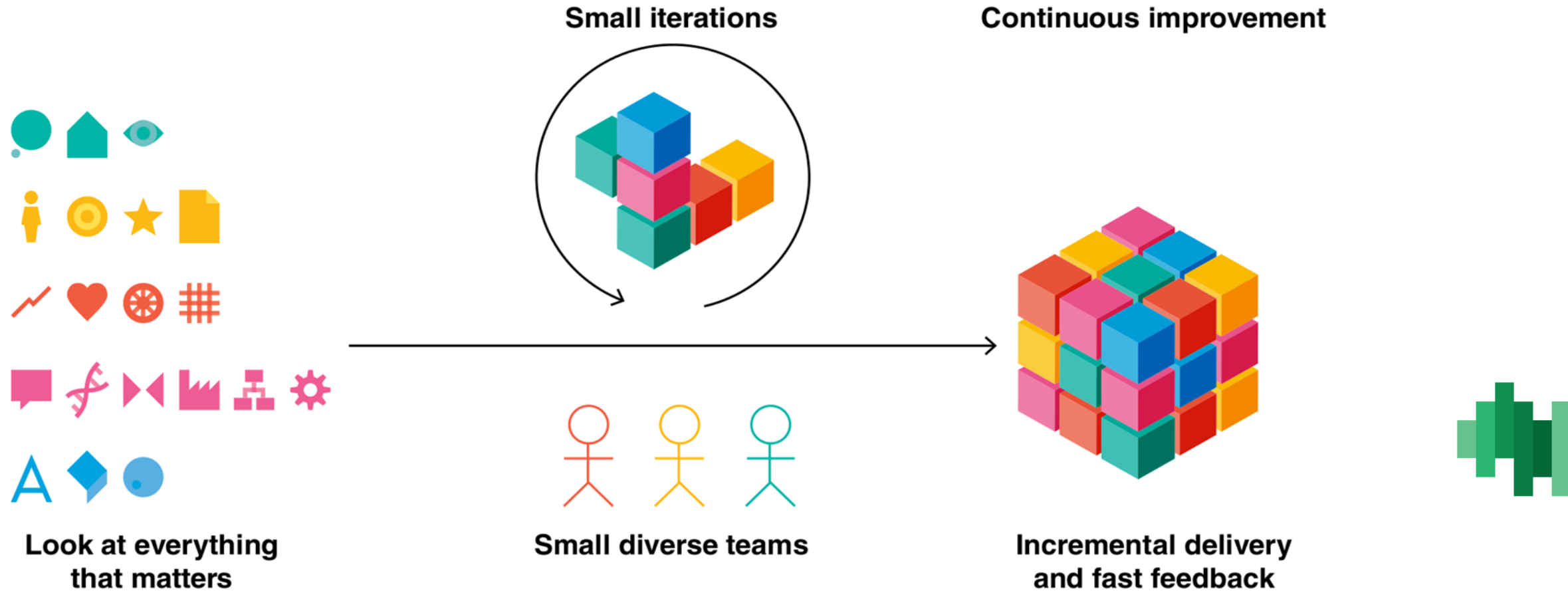
## Experience

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

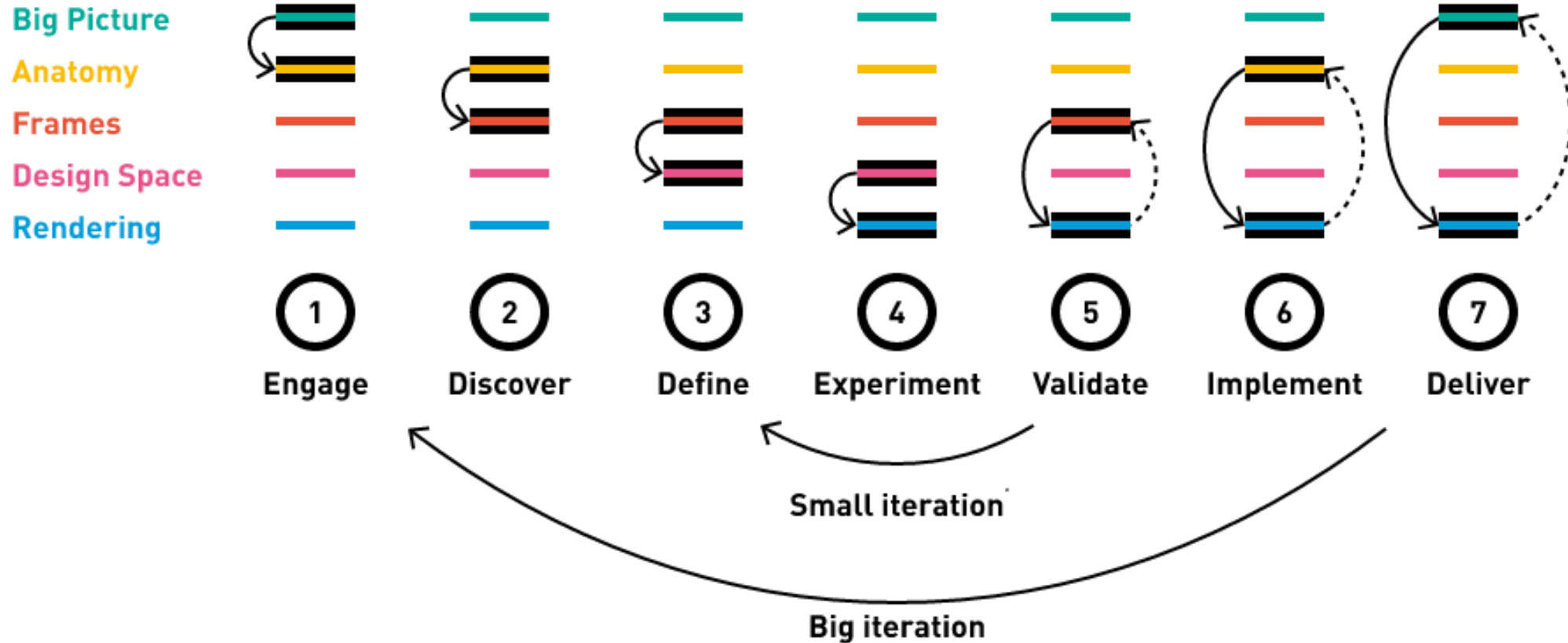
This aspect is about the enterprise as a space of people, environments, and artifacts. Experience Design work strives to redesign and improve these exchanges, starting from human behavior and perception.



# Enterprise design sprints



# Enterprise design sprint



# Enterprise design sprint canvas

## enterprise design sprint

Big Picture

Anatomy

Frames

Design Space

Rendering

www.enterprisedesignframework.com

www.eda-c.com

1 Engage

2 Discover

3 Define

4 Experiment

5 Validate

6 Implement

7 Deliver

Designer: \_\_\_\_\_

Client: \_\_\_\_\_

User: \_\_\_\_\_

### 1. engage

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

Briefing

Client: \_\_\_\_\_ Designer: 0:05

Rephrase 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

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

Interview

User: \_\_\_\_\_ 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

Capture the status quo > envision the future: make models

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

### 4. experiment

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

0:10

Story

Once upon a time \_\_\_\_\_

Sketches

Designer: 0:05

Idea 1

Idea 2

Idea 3

Idea 4

Idea 5

Idea 6

### 5. validate

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

0:20

User feedback

User: \_\_\_\_\_ Designer: 0:05

1 \_\_\_\_\_

2 \_\_\_\_\_

3 \_\_\_\_\_

4 \_\_\_\_\_

5 \_\_\_\_\_

6 \_\_\_\_\_

Client feedback

Client: \_\_\_\_\_ Designer: 0:05

1 \_\_\_\_\_

2 \_\_\_\_\_

3 \_\_\_\_\_

4 \_\_\_\_\_

5 \_\_\_\_\_

6 \_\_\_\_\_

### 6. implement

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

0:15

Blueprint

Designer: 0:05

Timeline

Touchpoint

User activity

Visible client activity

Exclusions

Hidden client activity

Support process

Discuss your blueprints

Client: \_\_\_\_\_ Designer: 0:05

### 7. deliver

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

0:05

Your first tweet

Designer: 0:05

Draw your key moment

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

#enterprisedesign @eda\_c www.enterprisedesignframework.com www.eda-c.com

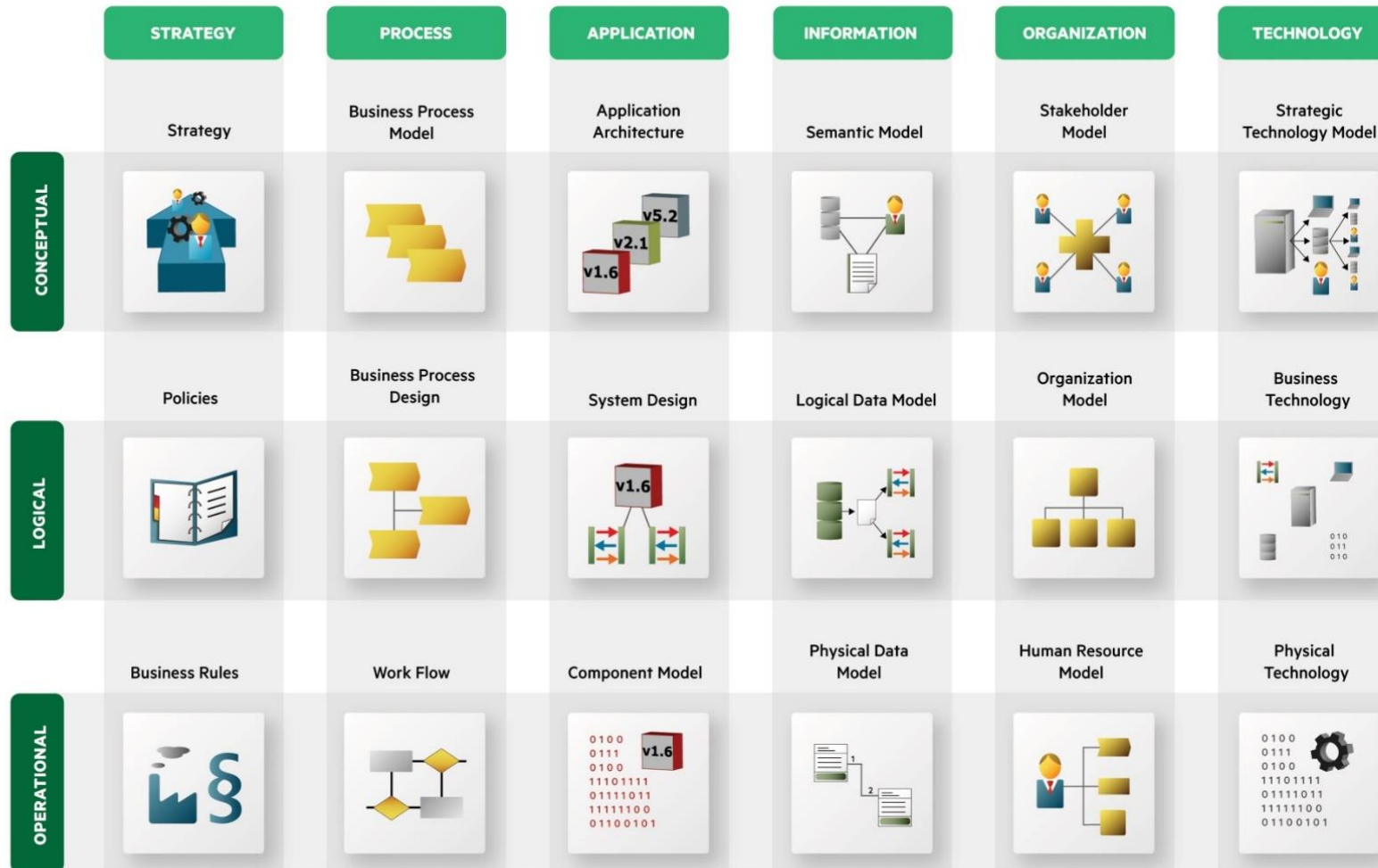


**“10+ mill USD annual savings in  
maintenance fee by discontinuing  
more than 500 applications”**

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

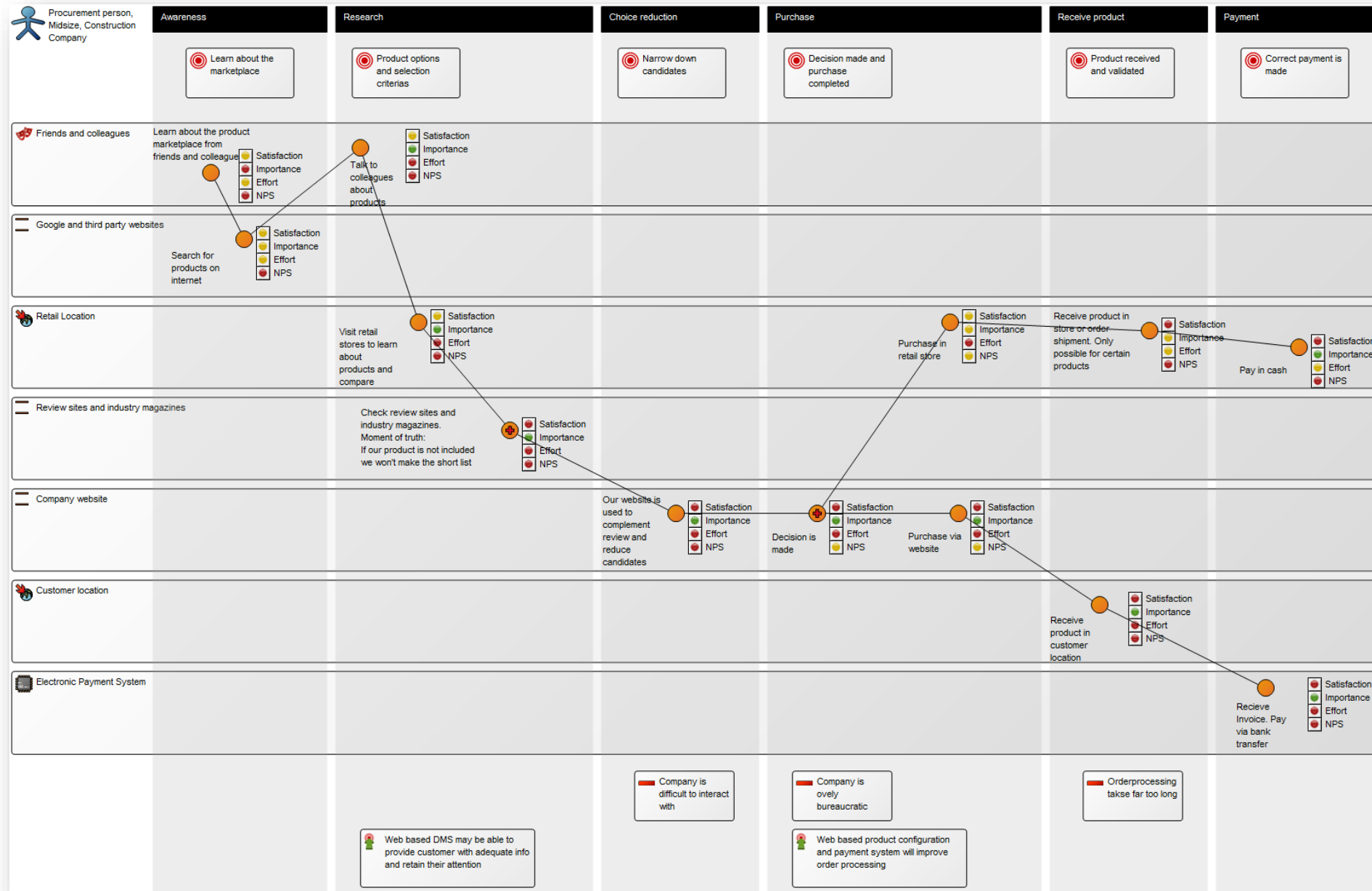
# QualiWare EA Framework

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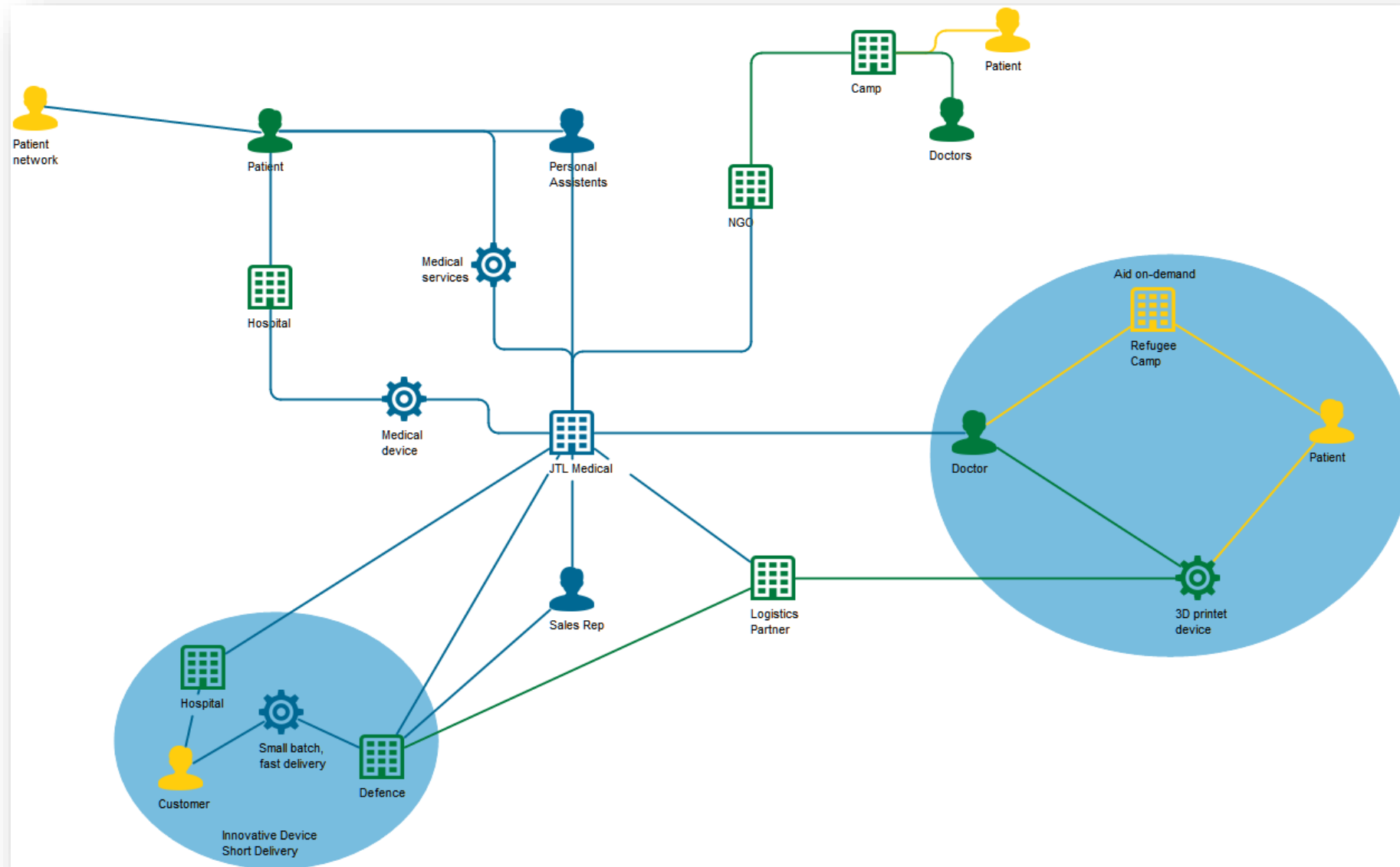


# Customer Journey Map

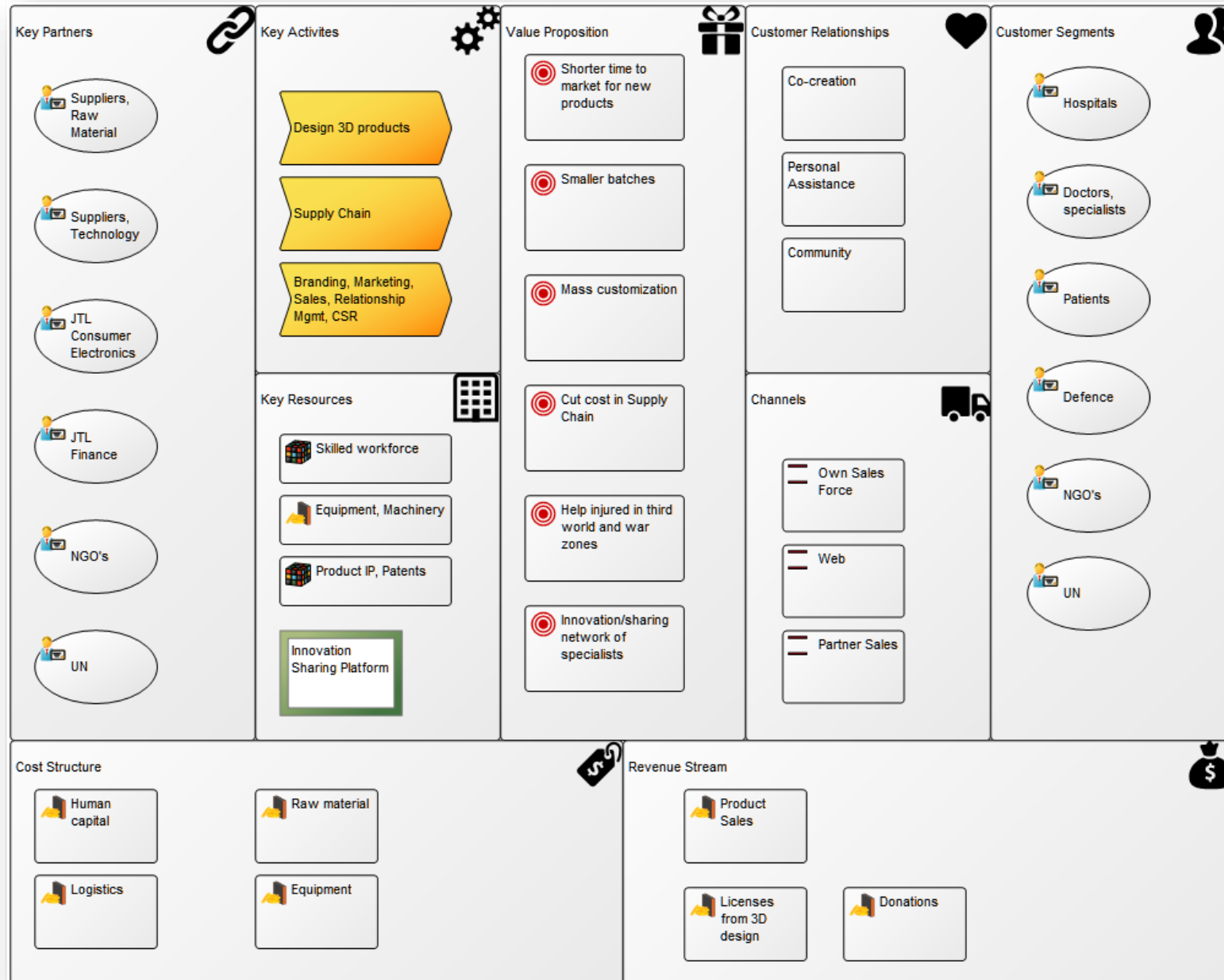


# Business Eco-system

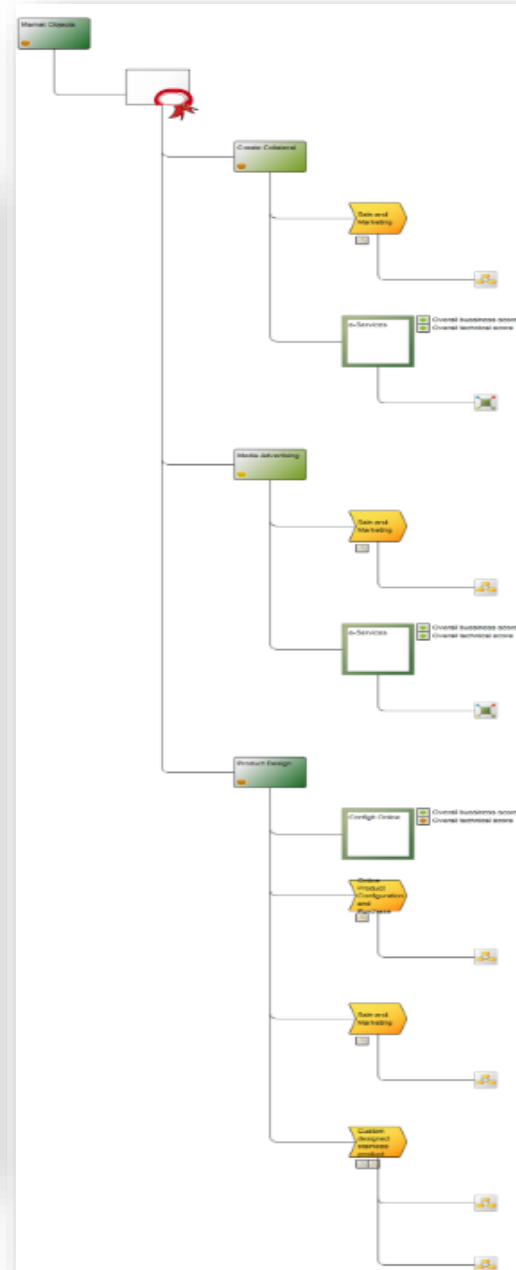
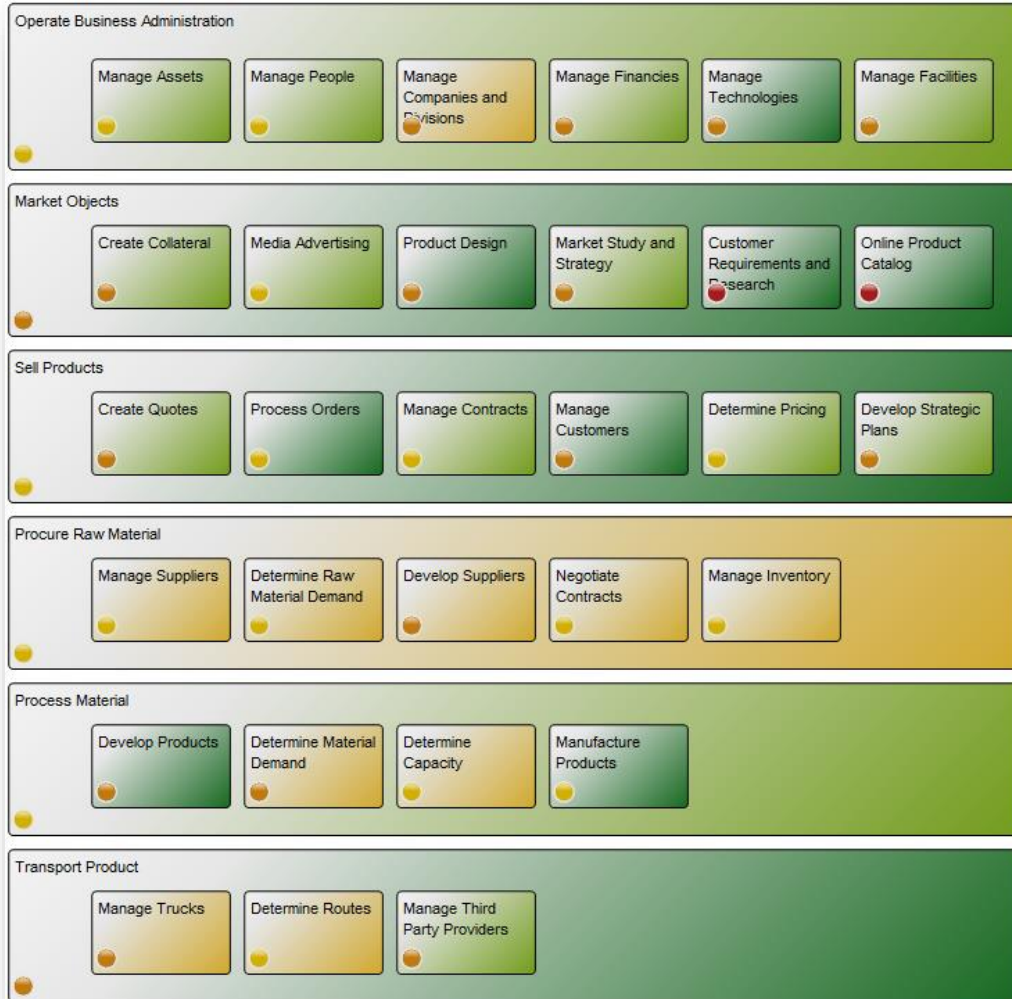
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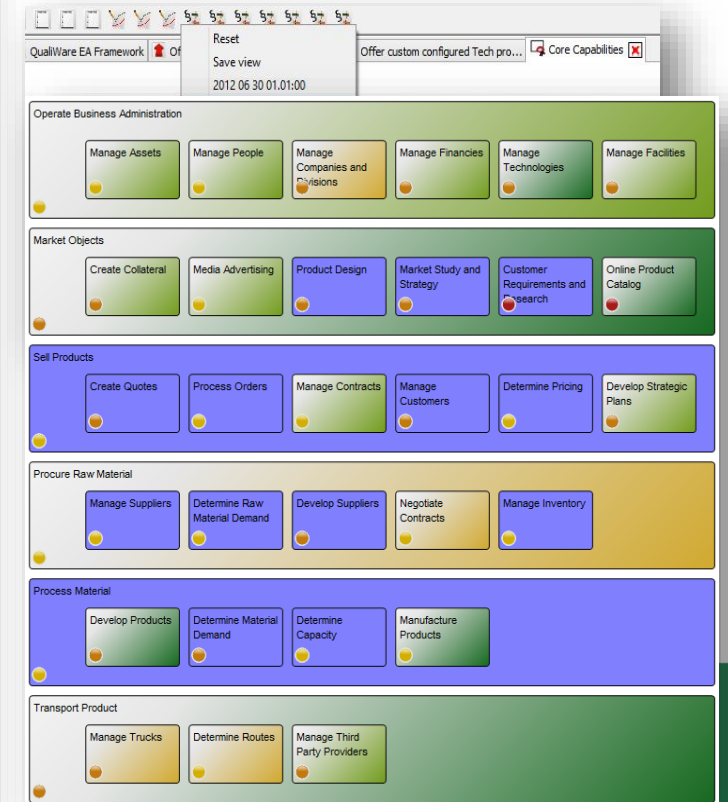
# Business Model Canvas



# Business Capabilities



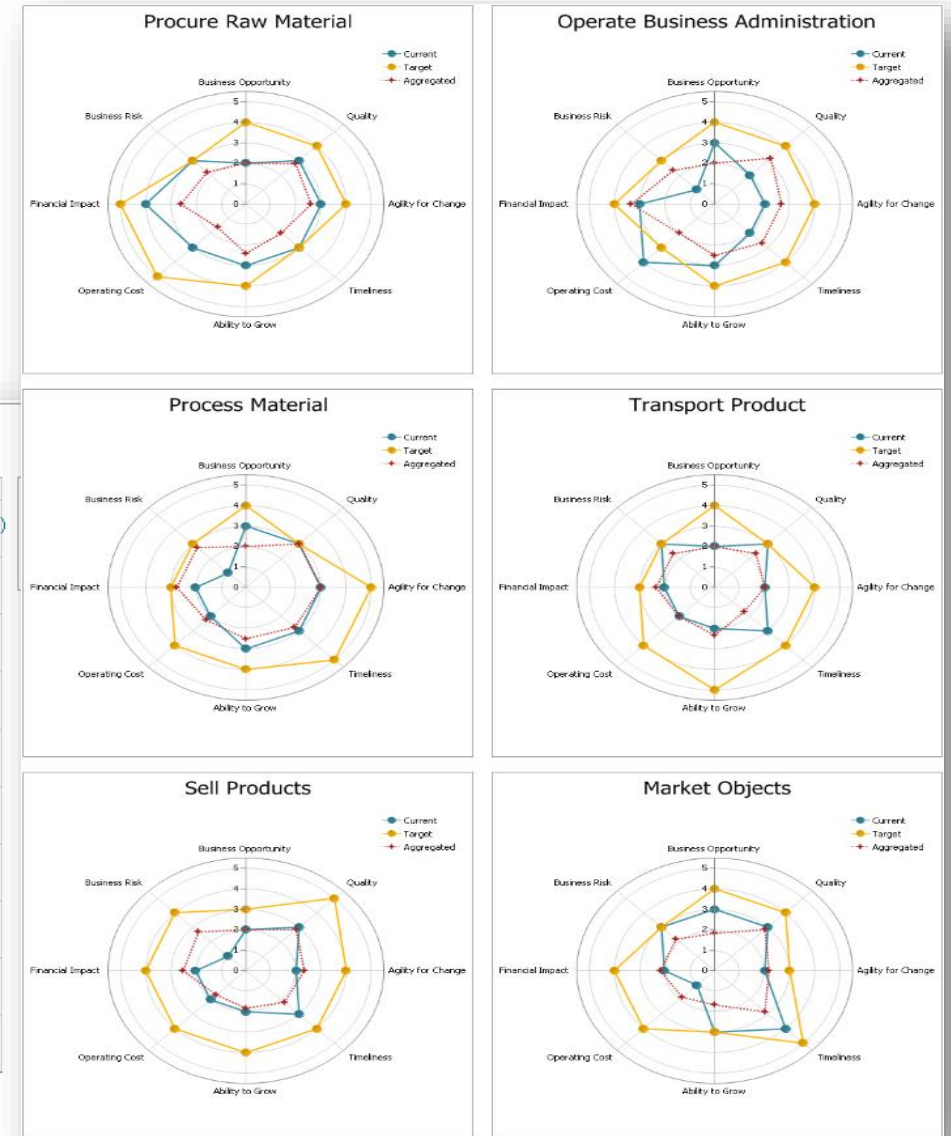
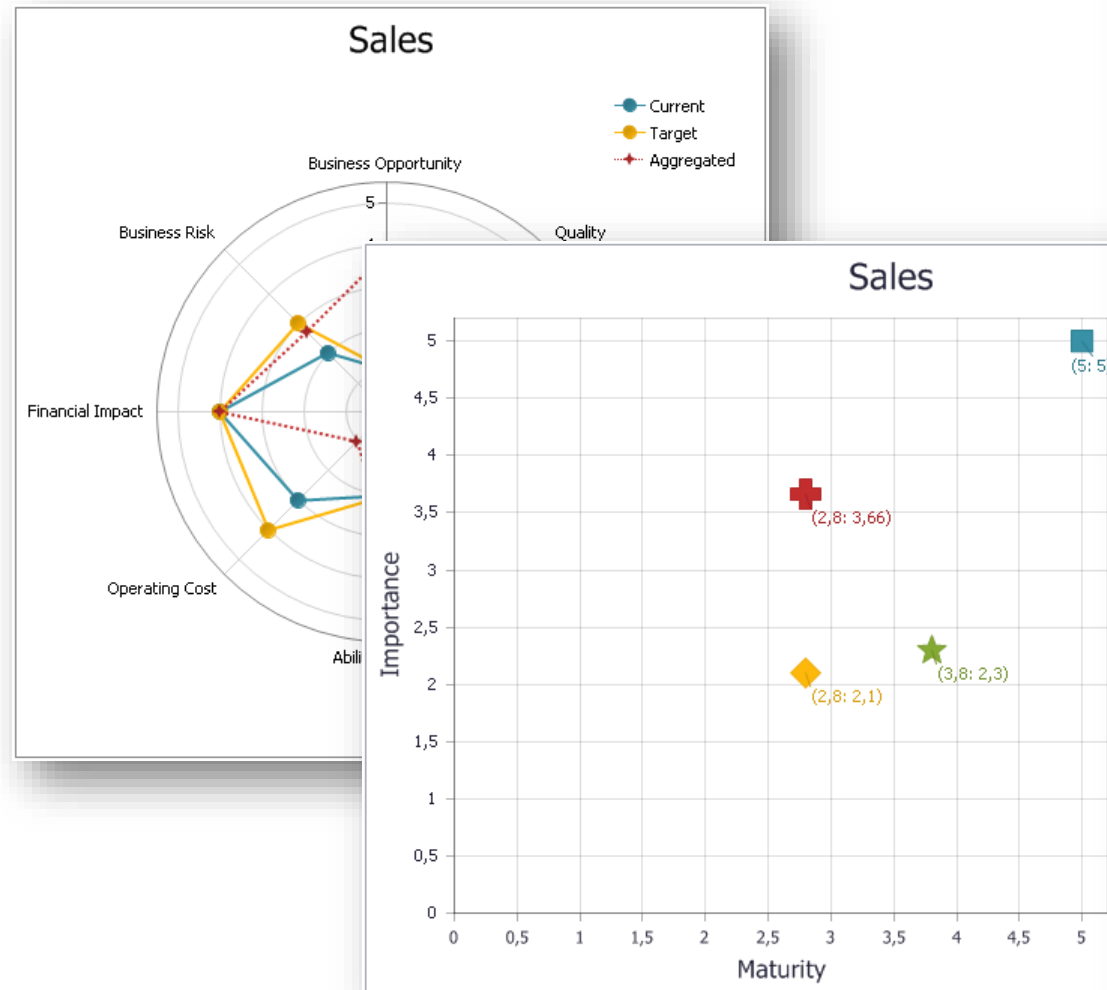
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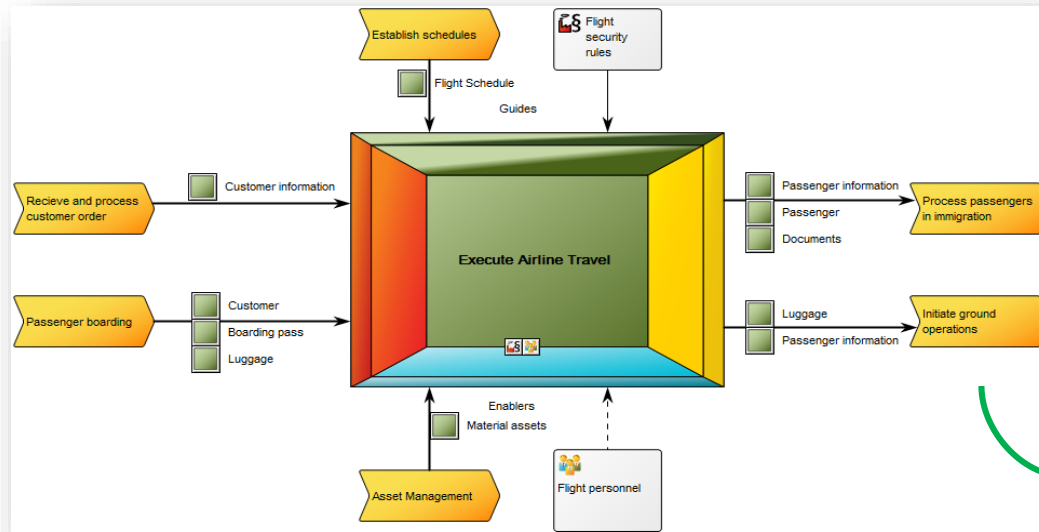


# Business outcomes

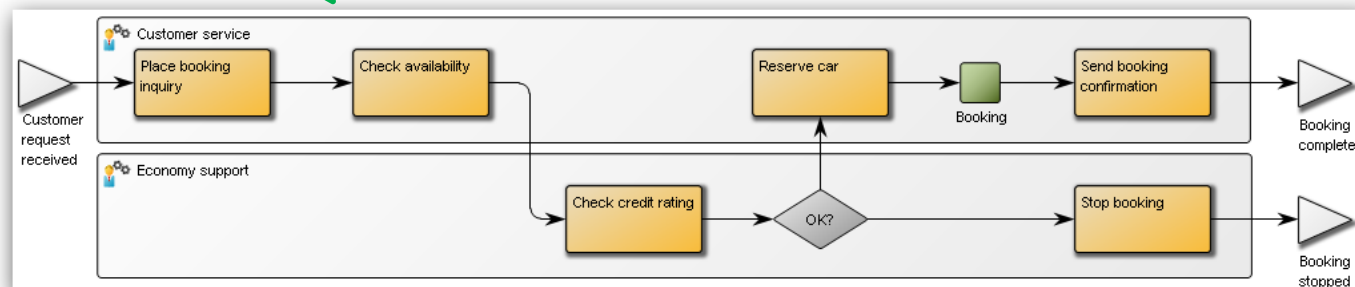
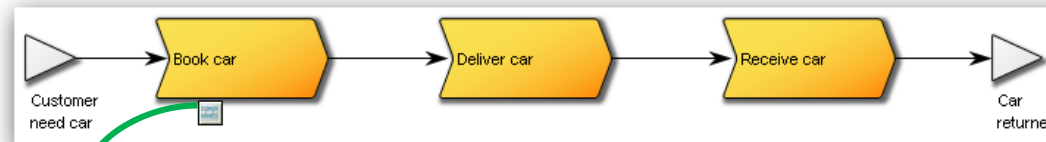
- Business Capabilities

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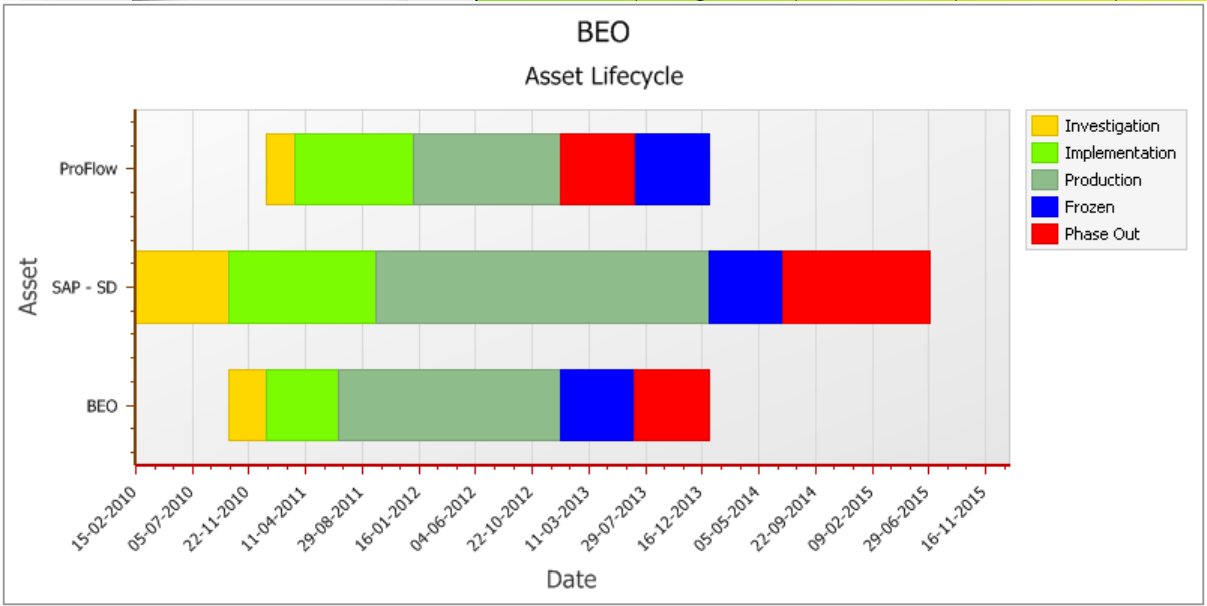
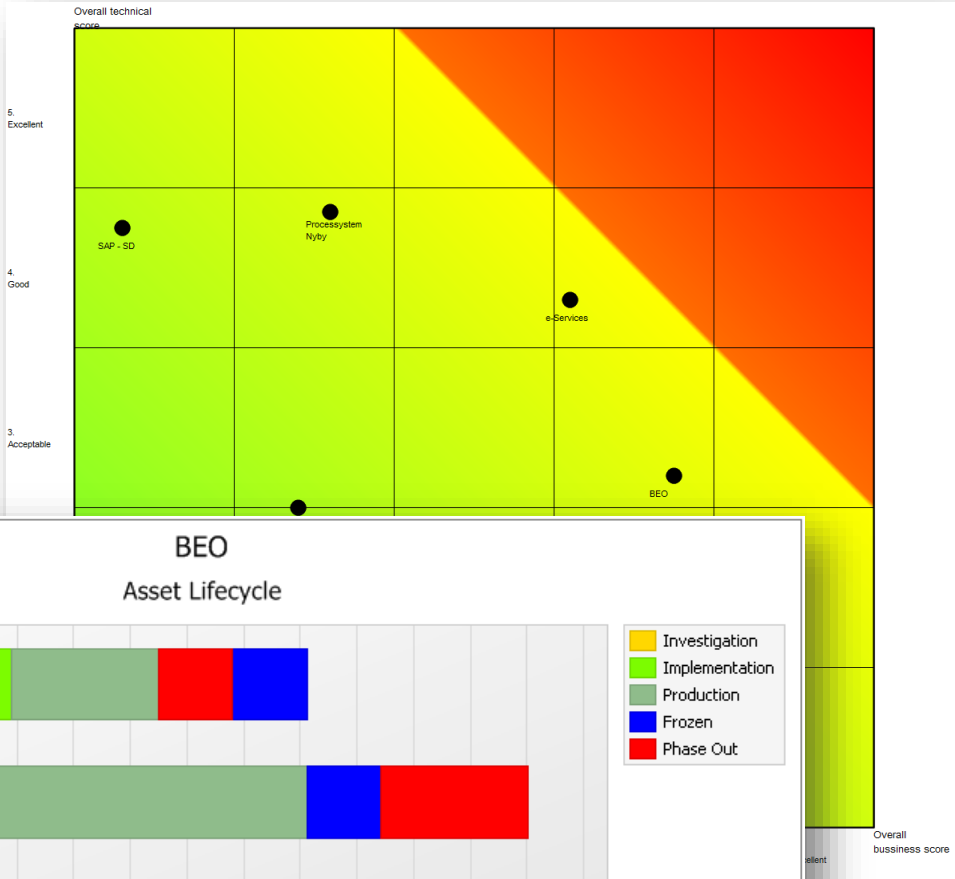
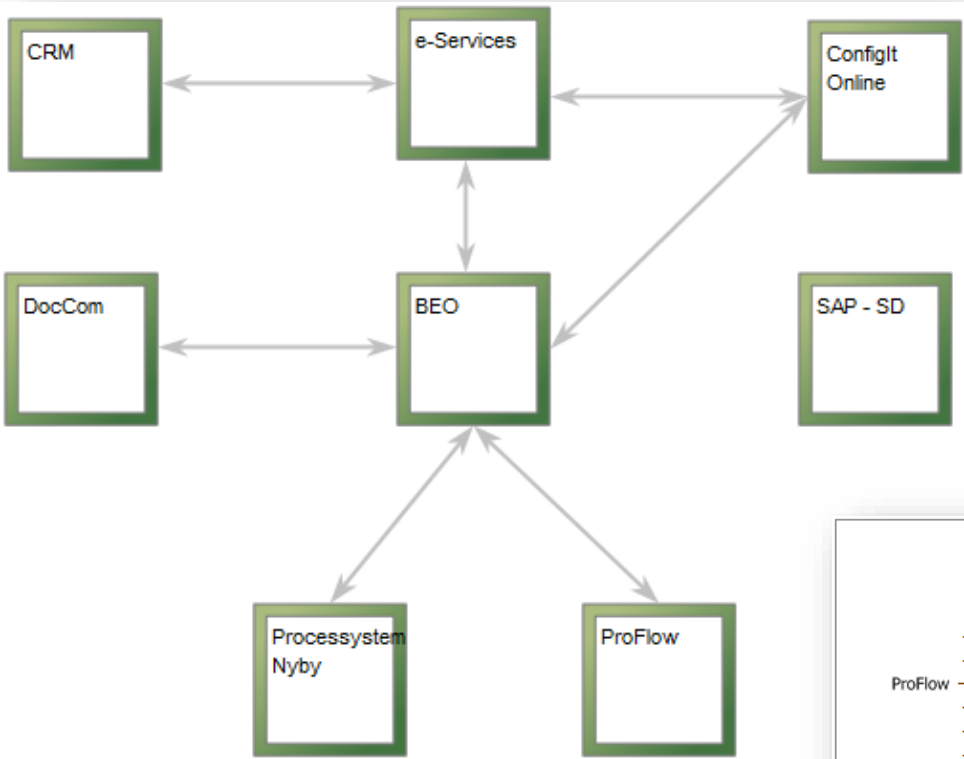
Core processes  
breaks down to  
sub processes...



...and are visualized by  
workflow diagrams



# APM



***ENABLING POSITIVE CHANGE®***

