



Extending Enterprise Architecture to enable Business Transformation

SToS

Architecting Strategy to Success

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The Statistics

British Computer Society (2004)

UK Public Sector spent

- £12.4 Billion on software
- £ 22.6 Billion on overall IT spend
- 16% Success Rate

<http://www.galorath.com/wp/software-project-failure-costs-billions-better-estimation-planning-can-help.php>

The Statistics

Technical University of Berlin Study 2009

219 German multinational companies

- **€ 10.3 Billion** yearly on failed projects
- **67%** failed to terminate unsuccessful projects
- **61%** major conflicts between project and line organizations
- **34%** projects not aligned with corporate strategy
- **32%** unharmonized projects

<http://mpm.tim.tu-berlin.de/fileadmin/docs/MPM-Artikel.pdf>

The Statistics

Gartner on major IT investments

- **28%** abandoned before completion
- **46%** behind schedule or over budget
- **80%** not used as intended or not used at all after six months

Some Key Reasons for Failure



Misalignment



Journey

Roadmap

Staying on Target

Priorities

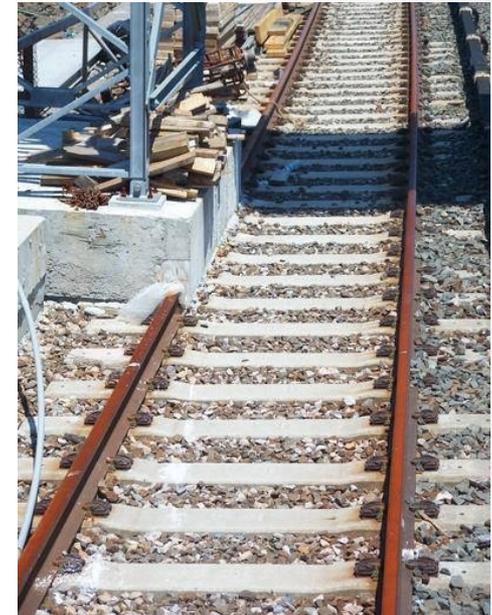
Investments

Sequencing

Resources

Investment Scope

Journey Scope



Understanding

Today

Gap

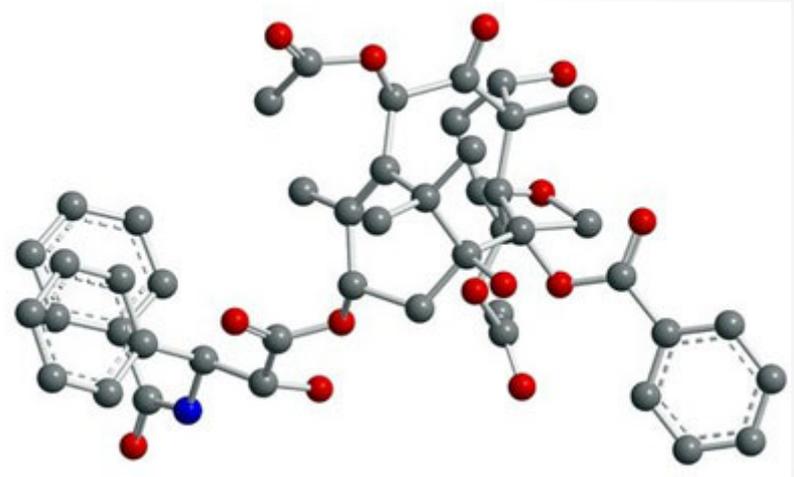
Tomorrow

Complexity of Change



roadmap

- Staying on



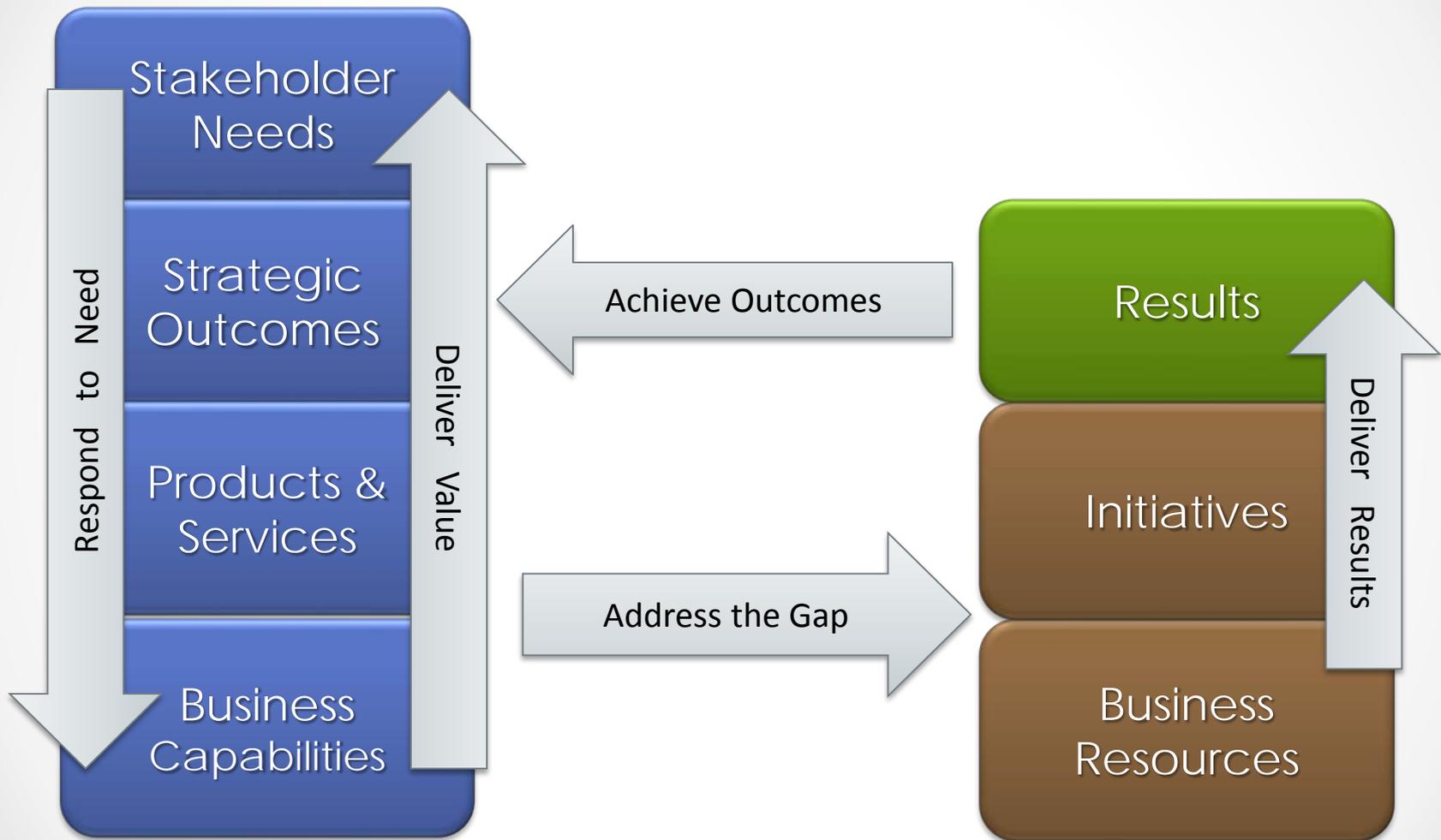
Business Capability Alignment Wheel



An Approach for Success



Business Change Architecture



Stakeholder Needs Value Map



Children, Youth & their Families

- Accessible, responsive, effective service



Safety & Well Being



Service Providers

- Accessible, responsive, effective training & support and standardized accreditation and monitoring



Healthy Family Relationships



Service Delivery Staff

- Standardized, understandable policy & guidance
- Accessible, efficient assessment & planning tools
- Intuitive, effective client/case information management
- Sufficient time to do actual social work



Standardized Quality Service



Management

- Accurate, timely service quality and statistical information to inform evidence based decisions



Consistent, Effective Case Decisions

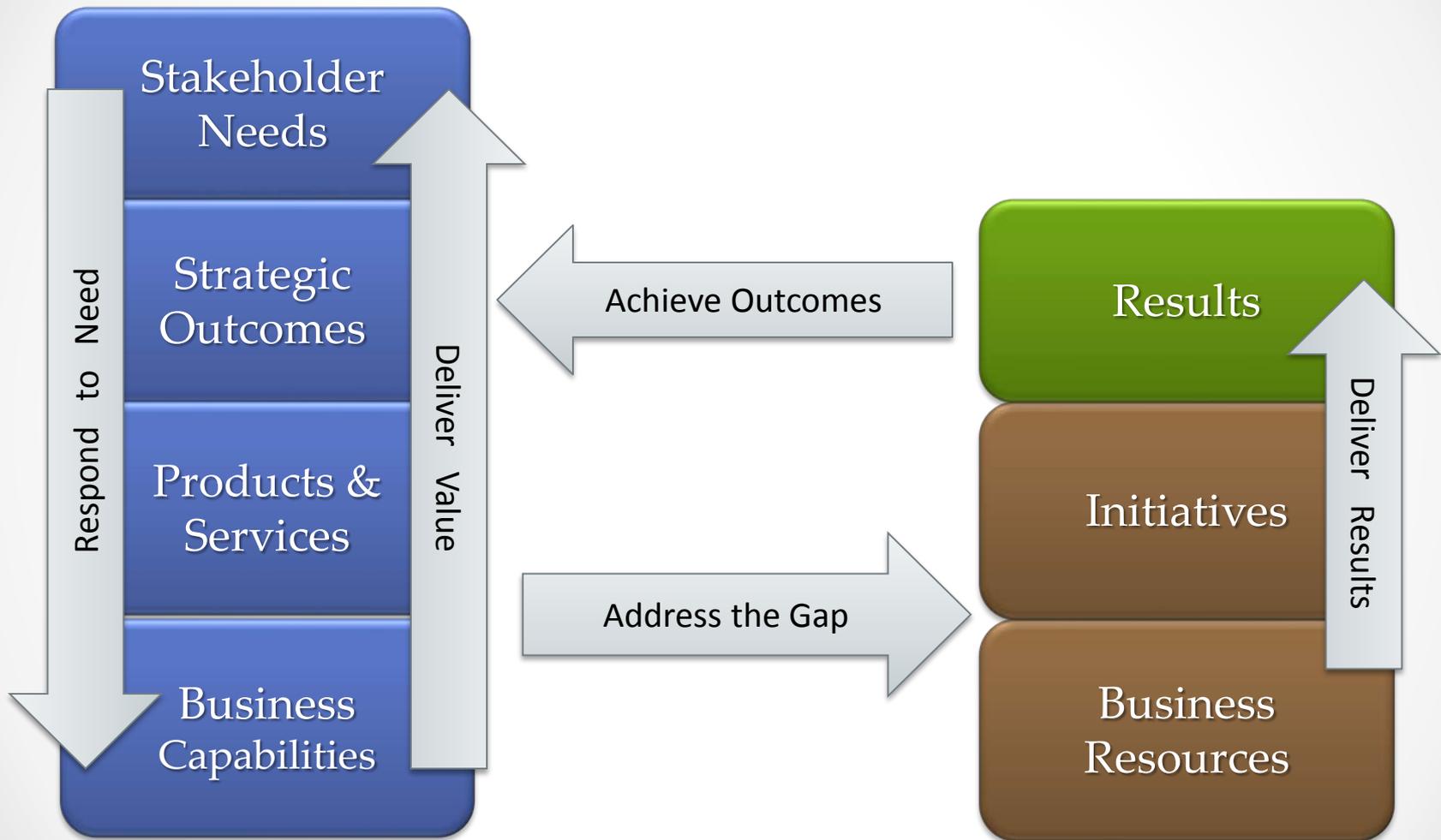


Optimal Operations Performance



Relevant, Effective Policy

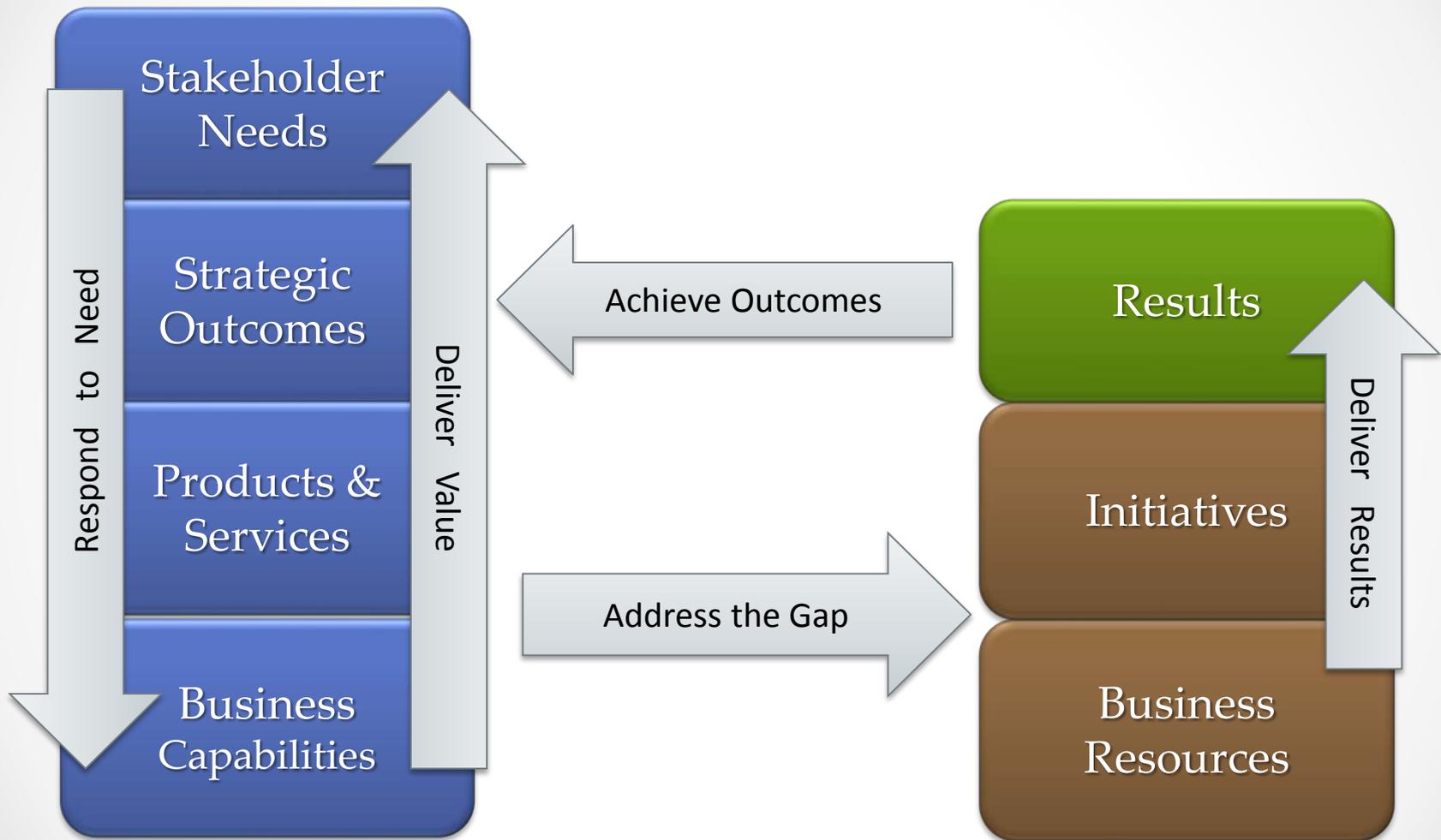
Nail the Strategic Direction



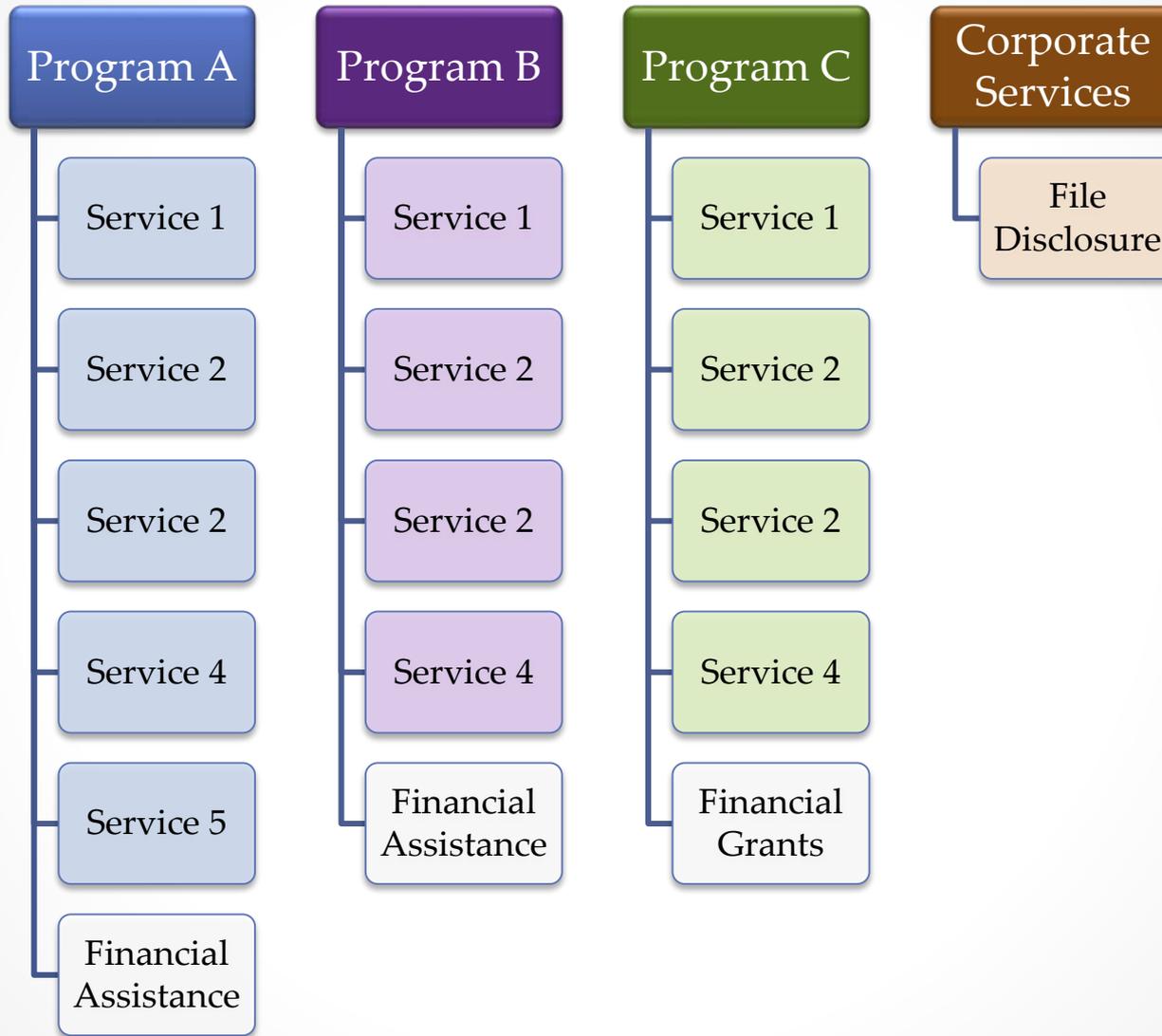
Strategic Goals - Highlights

- **Strategic plans and stated targets** for improved service outcomes
- **Revised legislation and policy** providing standard and sufficient guidance to ensure quality service
- **Standardized service delivery** within legislated mandate enabling improved service outcomes and optimized operations performance
- **Standardized case information management** providing complete, accurate and up-to-date case information and documentation enabling informed case planning and program policy decisions

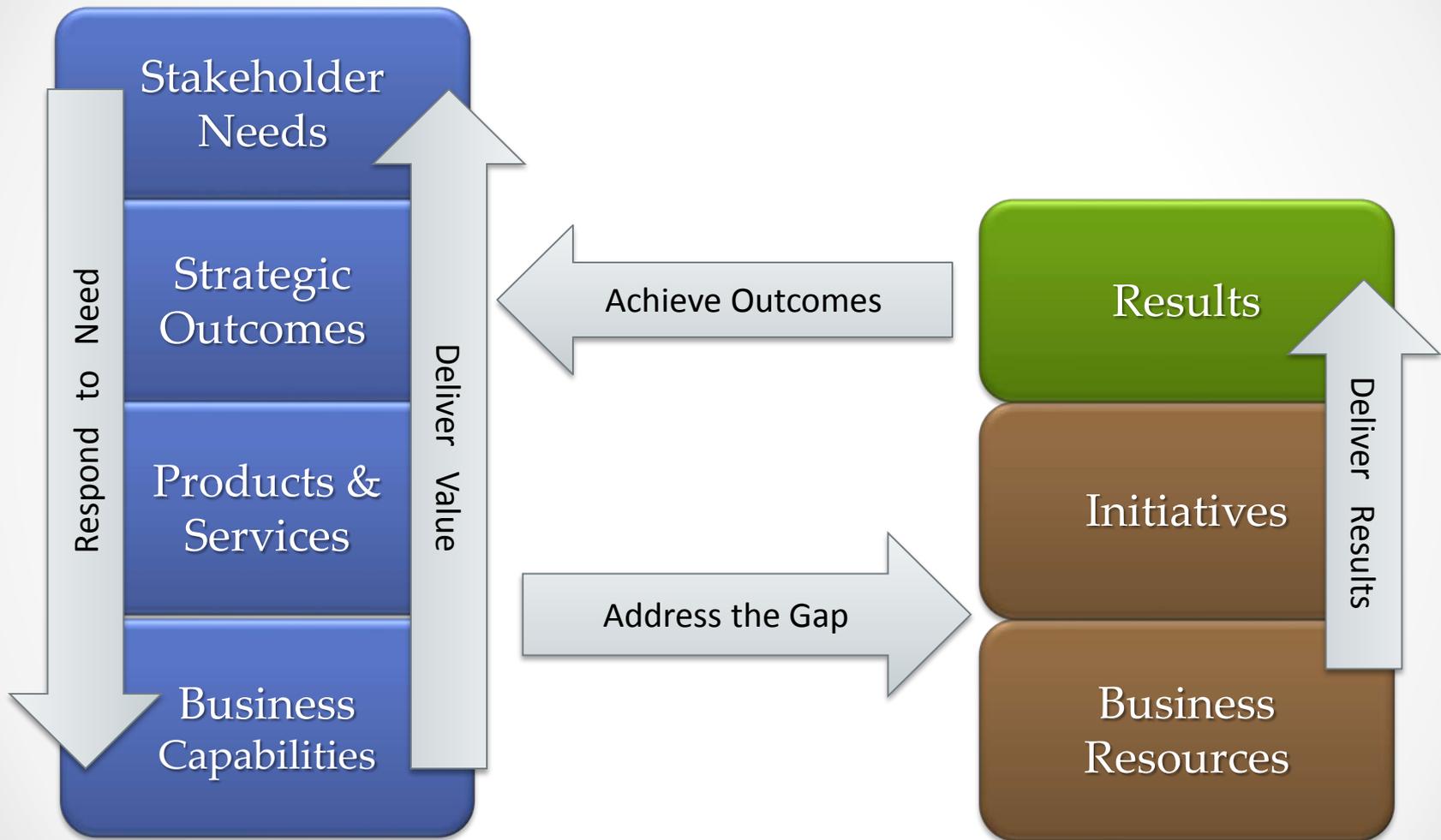
Nail the Strategic Direction



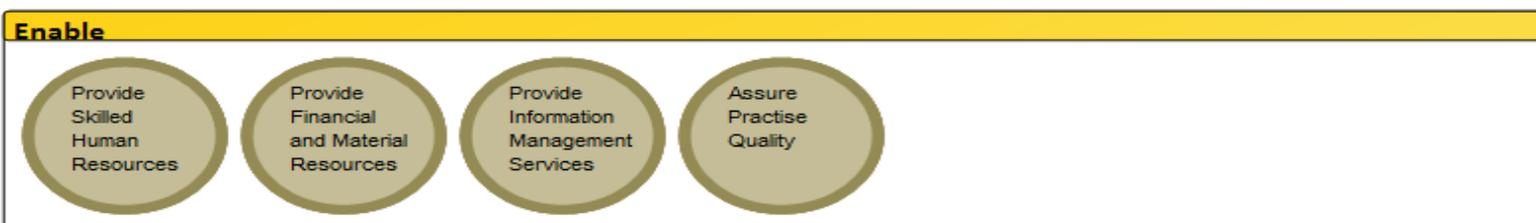
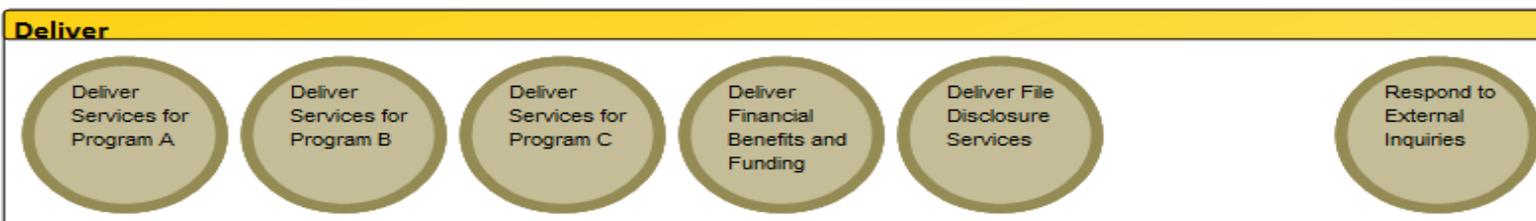
Client Facing Programs & Services



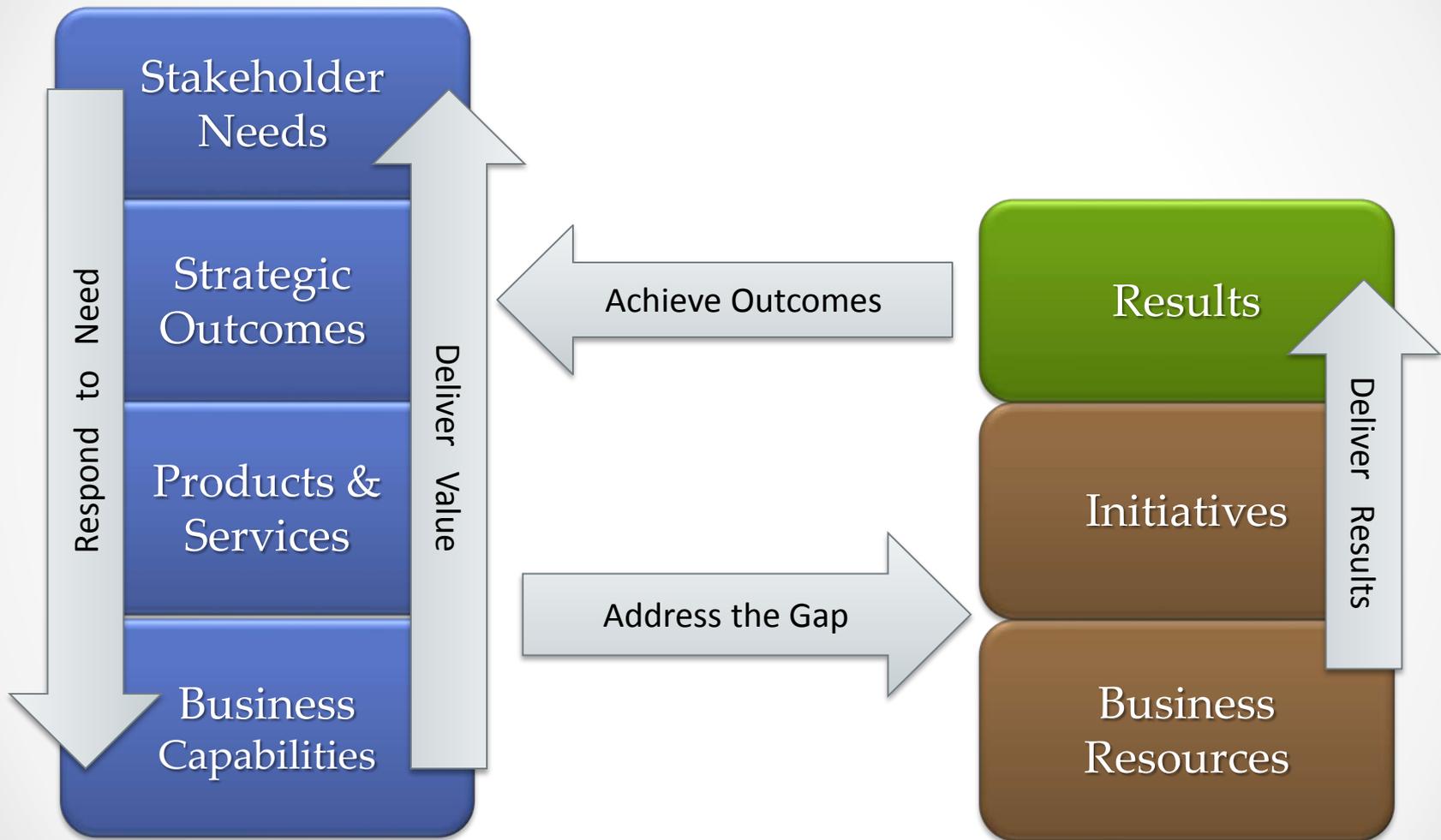
Nail the Strategic Direction



Department Capabilities – Map



Build the Strategic Roadmap



Department Capabilities – Assess

Direct

Determine Strategic Direction

Direct Development of Program and Corporate Guidance

Direct Strategic Initiatives

Resolve Crises

Guide

Provide Program A Policy

Provide Program B Policy

Provide Program C Policy

Provide Human Resource Policy

Provide Financial Policy

Provide Information Management Policy

Provide Corporate Policy

Provide IT Policy

Plan & Lead Service Delivery

Plan Human Resources

Plan & Control Budgets & Expenditures

Plan & Administer Corporate Operations

Provide Legal Expertise

Deliver

Deliver Services for Program A

Deliver Services for Program B

Deliver Services for Program C

Deliver Financial Benefits and Funding

Deliver File Disclosure Services

Respond to External Inquiries

Enable

Provide Skilled Human Resources

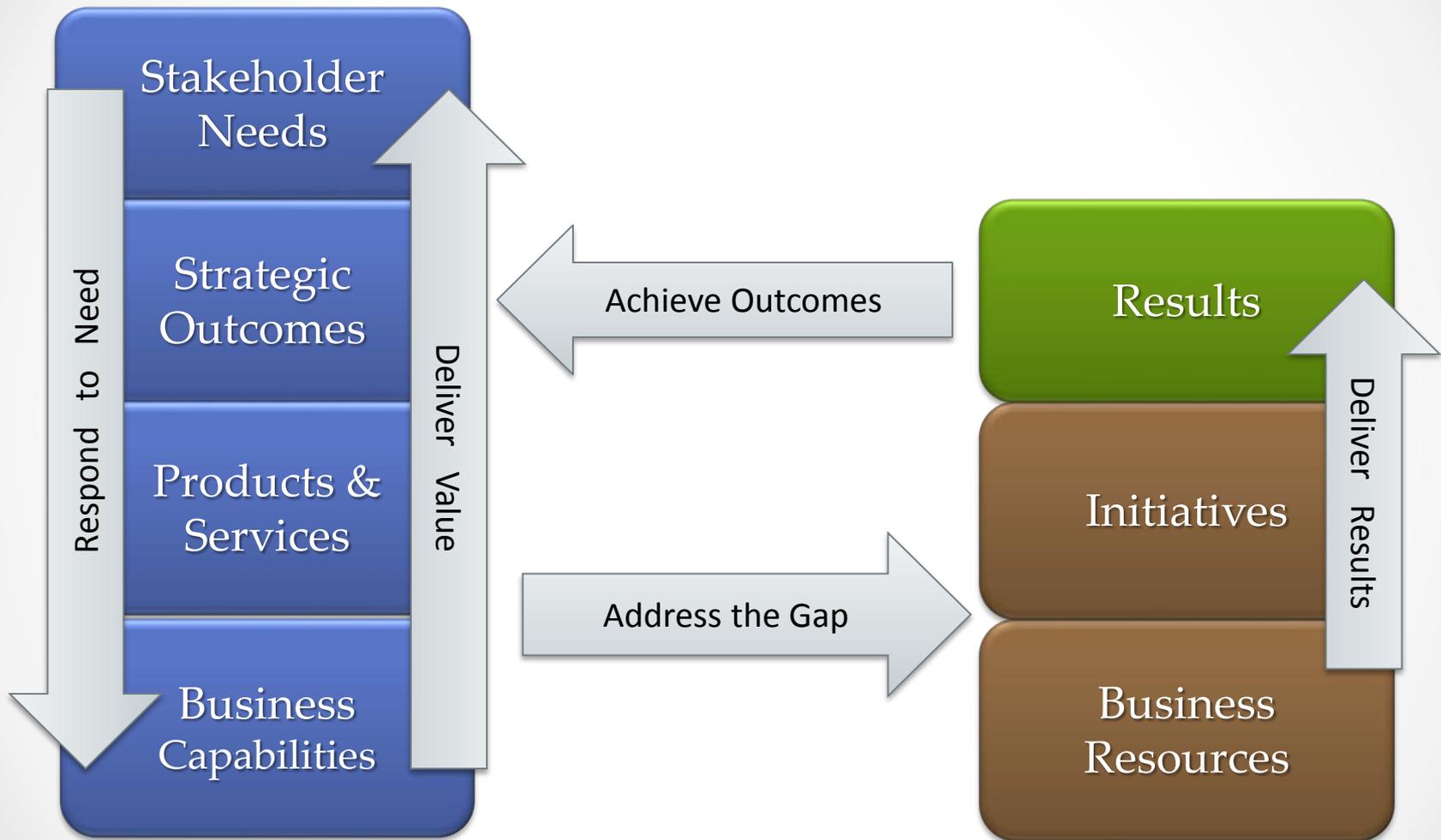
Provide Financial and Material Resources

Provide Information Management Services

Assure Practise Quality

Provide IT Services

Build the Strategic Roadmap



Strategic Response to Gaps

 Child & Youth Safety & Well Being

 Healthy Family Relationships

 Standardized Quality Service across the Jurisdiction

 Consistent Effective Case Decisions

 Optimal Operations Performance

 Relevant Effective Policy

 Strategic Plans and Targets

 Revised Legislation and Policy

 Standardized Service Delivery

 Standardized Information Management

 Define 10 Year Strategic Plans and Incremental Targets for each Program

 Revise Legislation and Policy across all Programs

 Define and Implement Standard Financial Management Policy

 Implement Practise Quality Assurance Capability

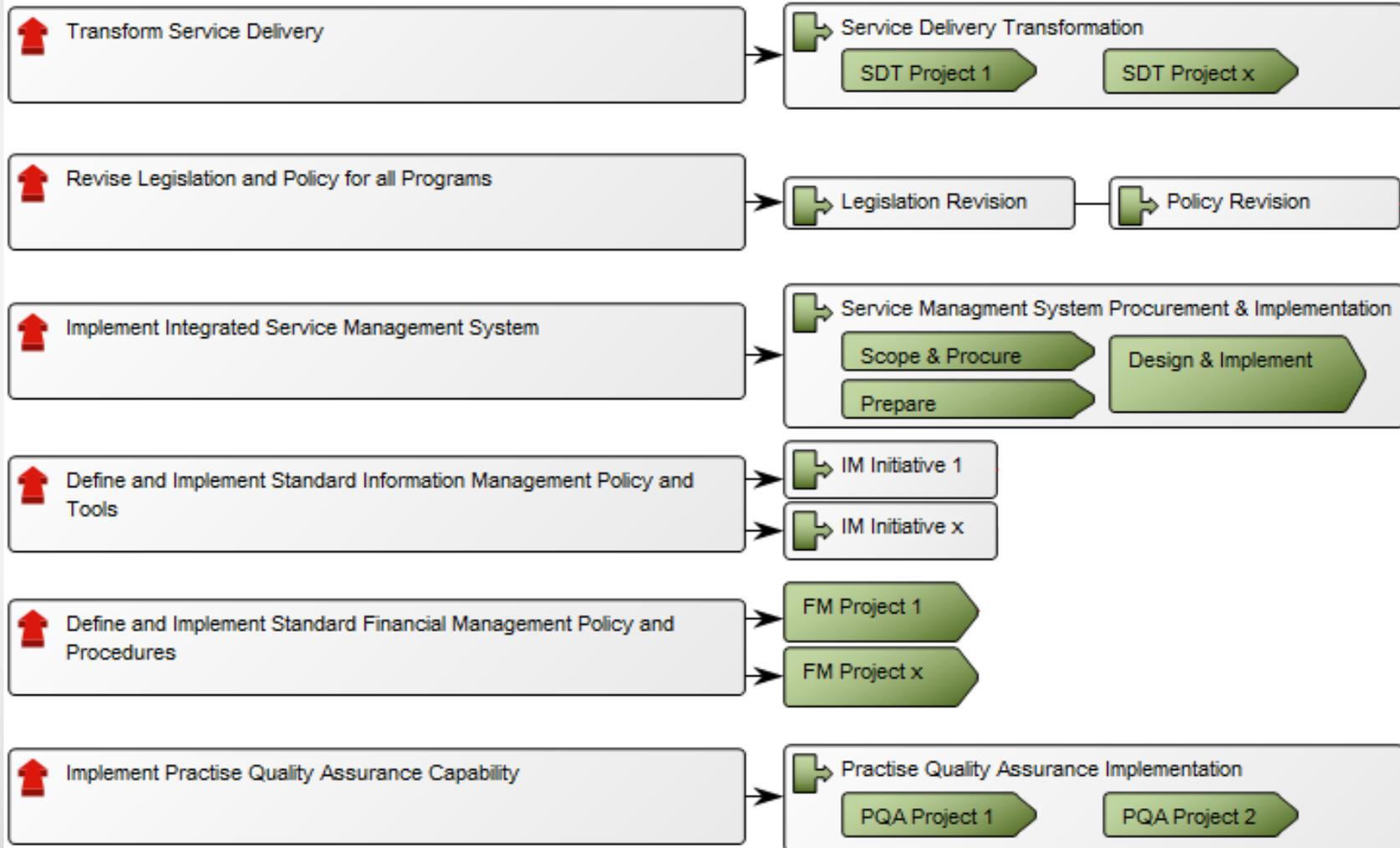
 Transform Program Service Delivery Structure

 Define and Implement Standardized Information Management Policy & Tools

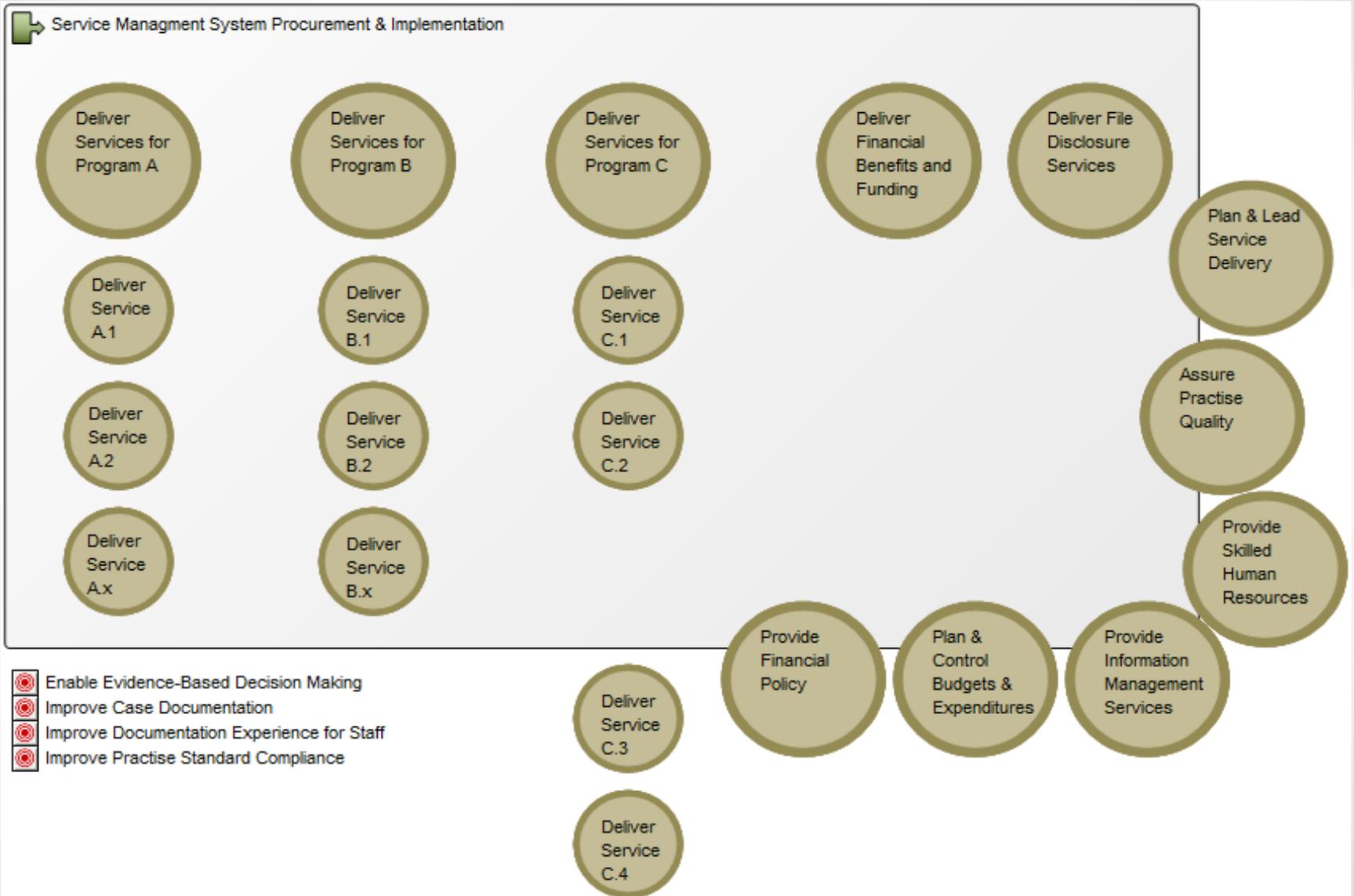
 Implement Integrated Service Management System

Strategic Plan

Department Strategic Plan

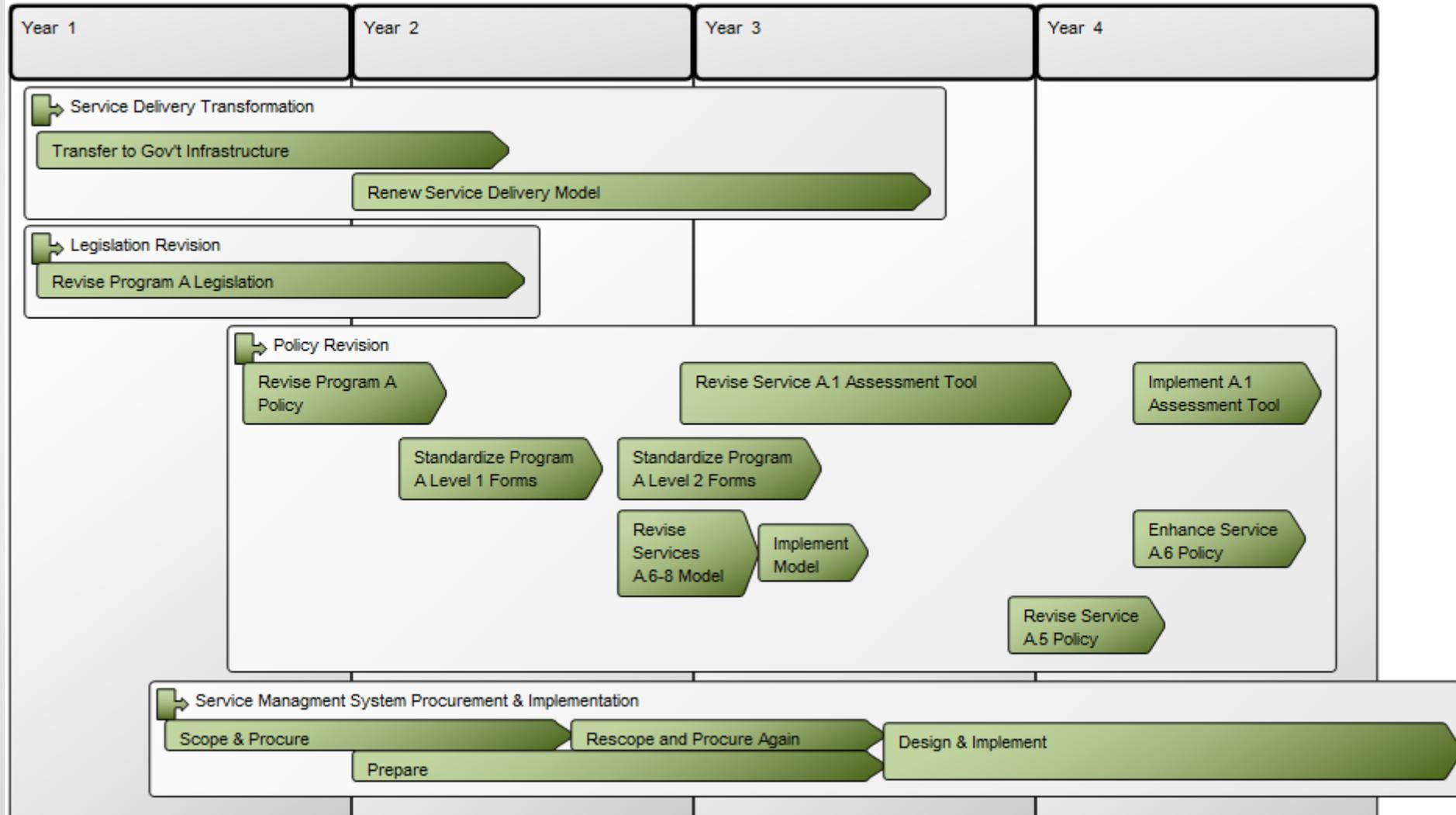


Scope Initiative Business Capabilities



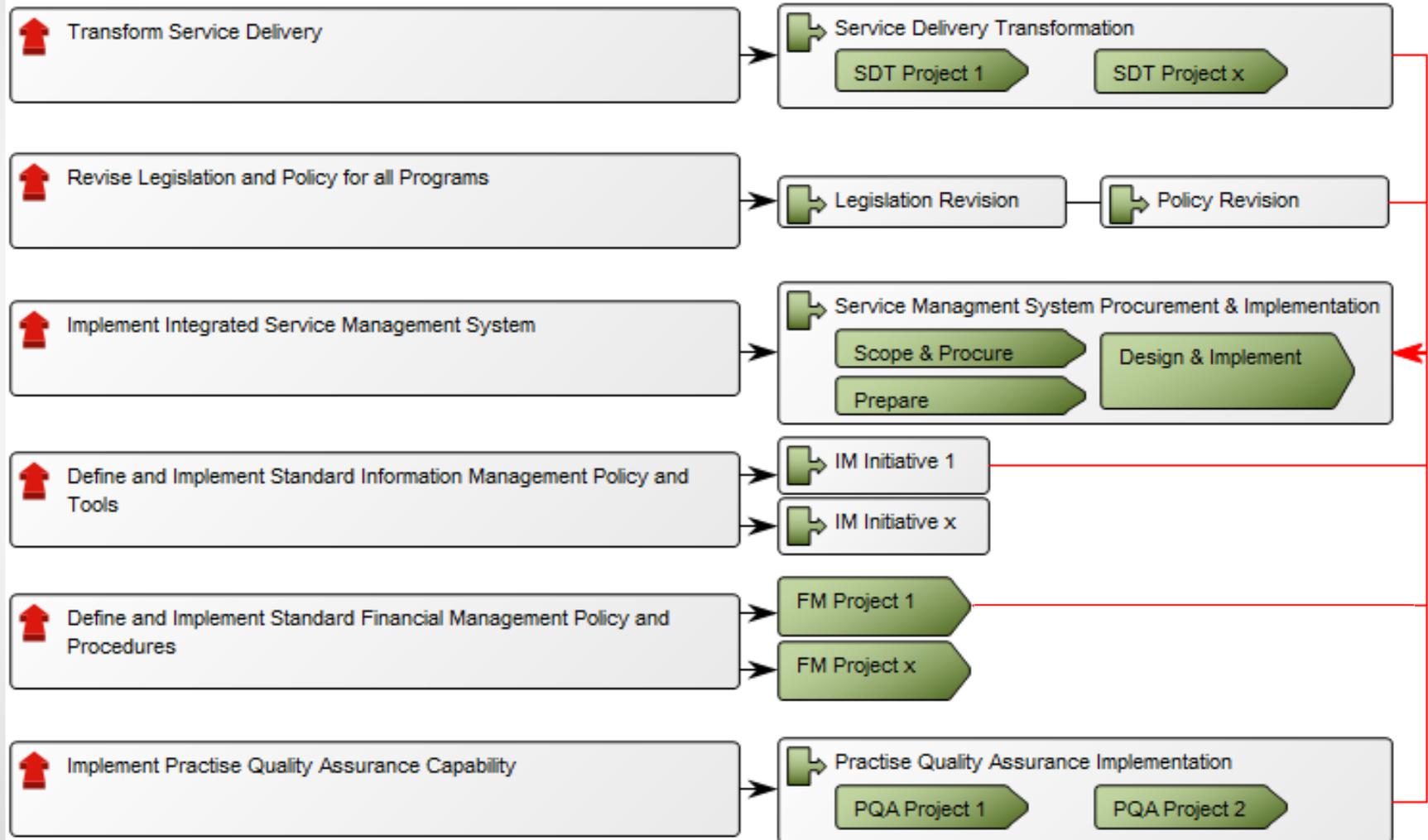
Map Business Capability Initiatives

Projects Involving Program A Service Delivery Capabilities



Identify Initiative Dependency Risks

Department Strategic Plan



Business Capability Alignment Wheel

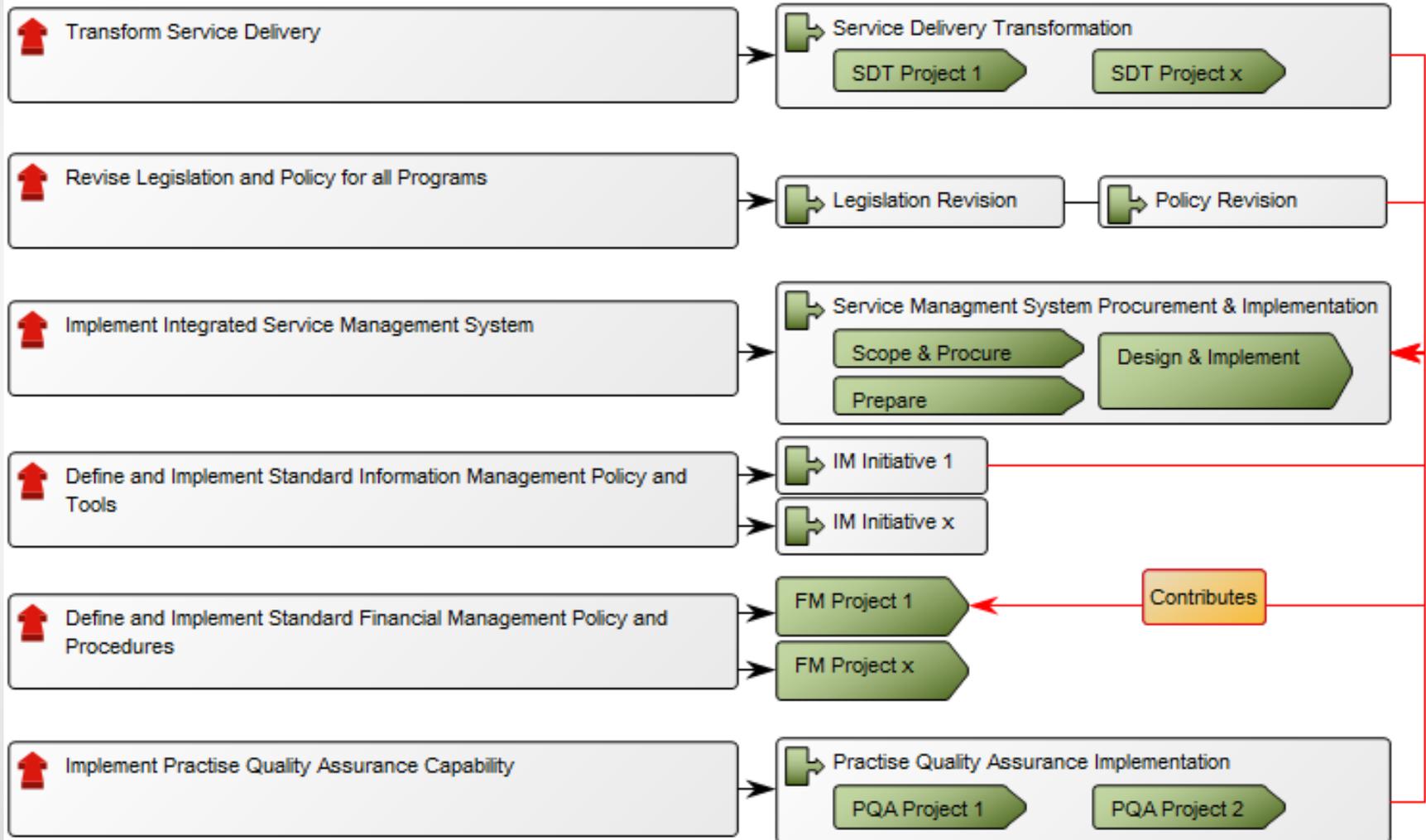


Bound Initiative Scope

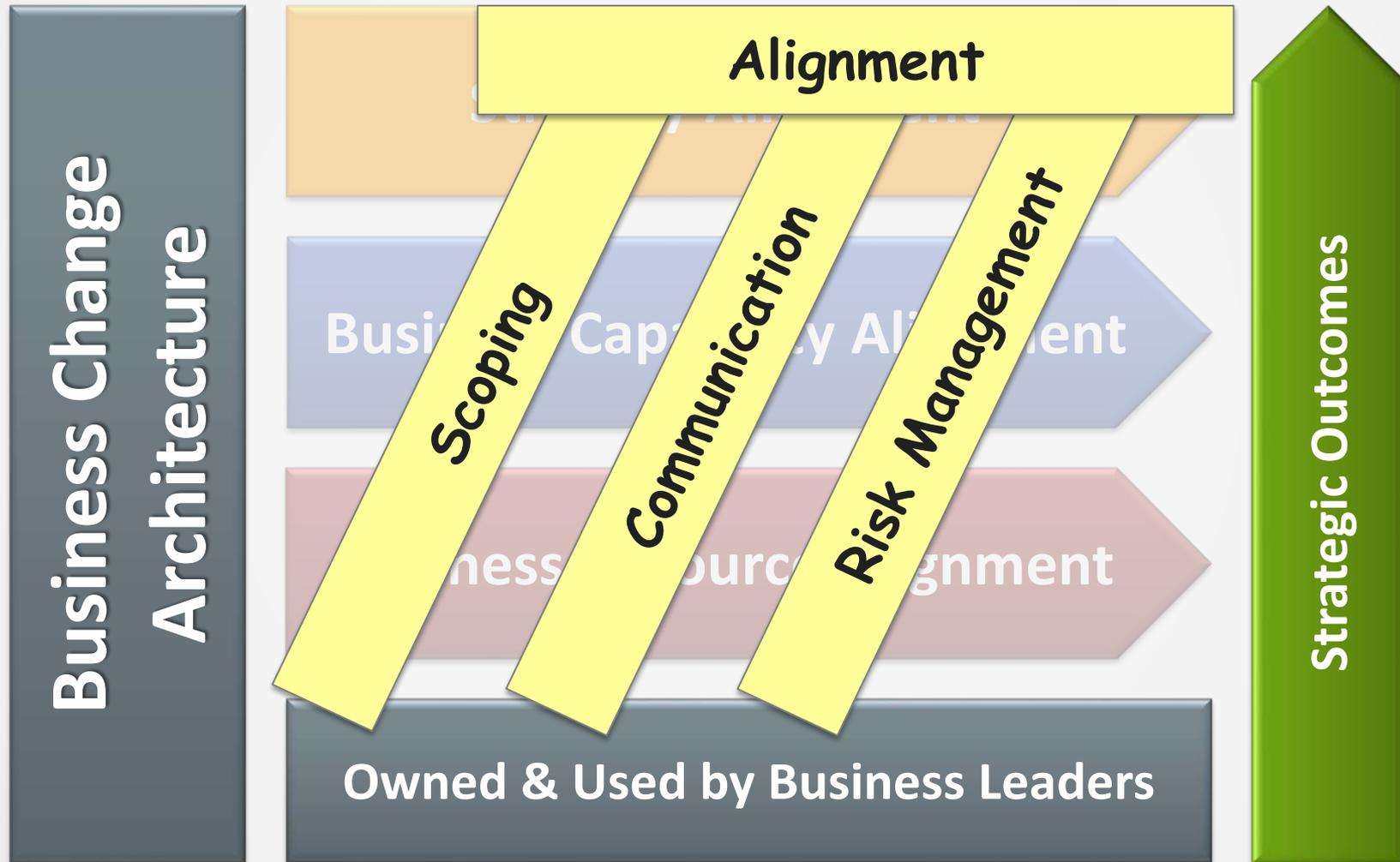
Capability	Process	Information	People	Infrastructure	Systems	Guides
Deliver Services for Program A	Document & Identify Opportunities for Streamlining	Document Discrete & Narrative, Define Discrete Data & Implement	Equip Users Coordinate with Assessment Tool Training	Implement Server Hardware	Design & Implement ISM system	Identify Gaps
Deliver Services for Program B	Document & Identify Opportunities for Streamlining	Document Discrete & Narrative, Define Discrete Data & Implement	Equip Users	Implement Server Hardware	Design & Implement ISM system	Identify Gaps
Deliver Services for Program C	Document & Identify Opportunities for Streamlining	Document Discrete & Narrative, Define Discrete Data & Implement	Equip Users	Implement Server Hardware	Design & Implement ISM system	Identify Gaps
Deliver Client Financial Benefits and Funding	Facilitate Definition and Document	Document, Define & Implement	Equip Users Assist in definition of roles	Implement Server Hardware	Design & Implement ISM system	Identify Gaps
Deliver File Disclosure Services	Document	Document, Define & Implement	Equip Users	Implement Server Hardware	Design & Implement ISM	n/a
Assure Practise Quality	n/a	Document & Define	Train in retrieving relevant information	Implement Server Hardware	Implement reports	n/a
Plan & Lead Service Delivery	n/a	Document & Define	Train in using reports	Implement Server Hardware	Implement reports	n/a
Provide Information Management Services	Document Records Archiving Service Processes	Document, Define & Implement for Records Archiving service only	Equip Users	Implement Server Hardware	Design & Implement RAS Implement Form Storage and Access	n/a
Plan & Control Budgets & Expenditures	Assist in definition of integration process of Program Operations Budgets with FMS	Document, Define & Implement for Program Operations Budgets only	Equip Users	Implement Server Hardware	Design & Implement for Program Operations	Identify Gaps
Provide Skilled Human Resources	n/a	Provide Training Materials	Equip Trainers	n/a	Provide Training Environment	n/a
Provide Financial Policy	n/a	Assist to define benefit & funding payment policy	n/a	n/a	n/a	n/a

Identify Initiative Dependency Risks

Department Strategic Plan



What can you take away?



Thank You

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