



# Support Strategic Decision Making with Enterprise Architecture

*SToS*

*Architecting Strategy to Success*

Louise A Harris

# Welcome

## Who am I

### Louise A Harris



A HIGHER LEVEL of  
management consulting  

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CERTIFIED MANAGEMENT CONSULTANT

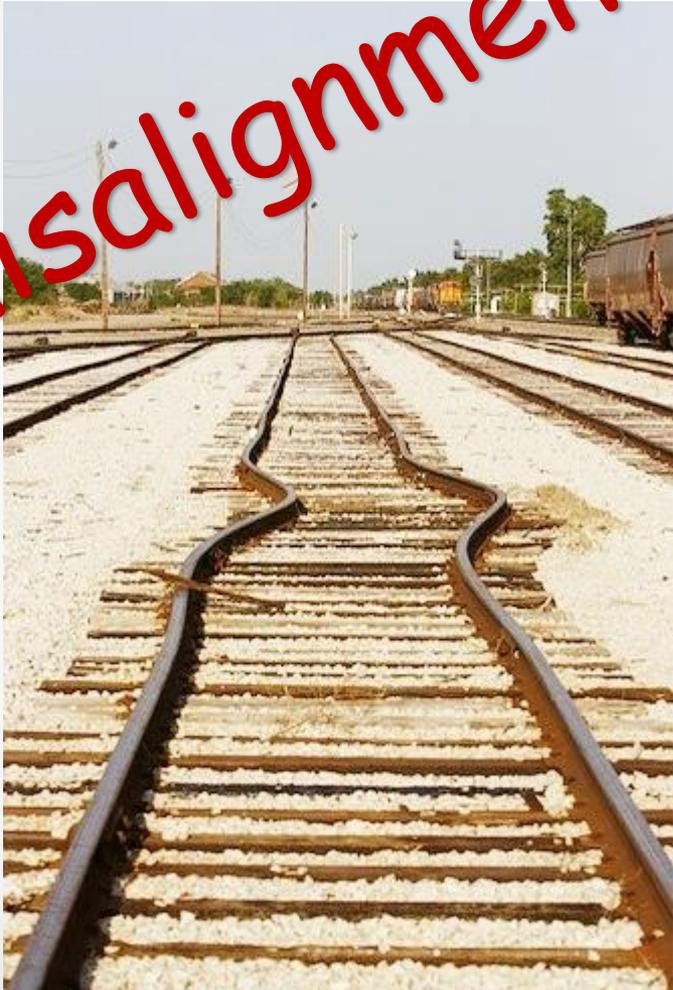
with a background in Enterprise Architecture,  
IM/IT, and Business Change Management

## Who are you?

Business Process + Enterprise Architecture +  
Business Strategy + Other

# Why Strategy Implementations Fail

Misalignment



[Forbes study in 2010](#)

- ✗ Companies misinterpret the market opportunity (23%).
- ✗ Initiatives don't align with core competencies (20%).
- ✗ Key stakeholders don't understand the strategy and don't commit or follow-through (19%).

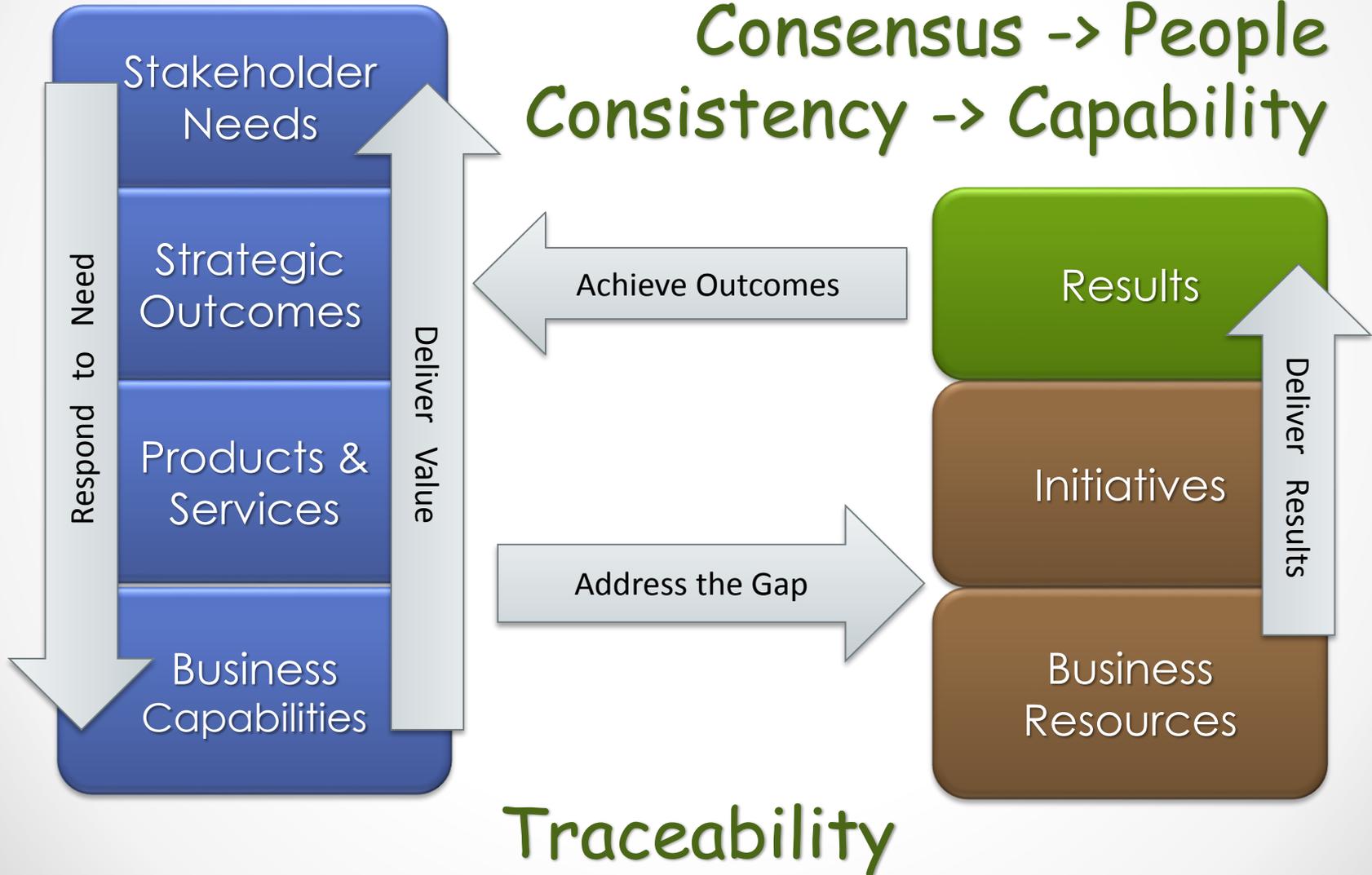
Value

Capability

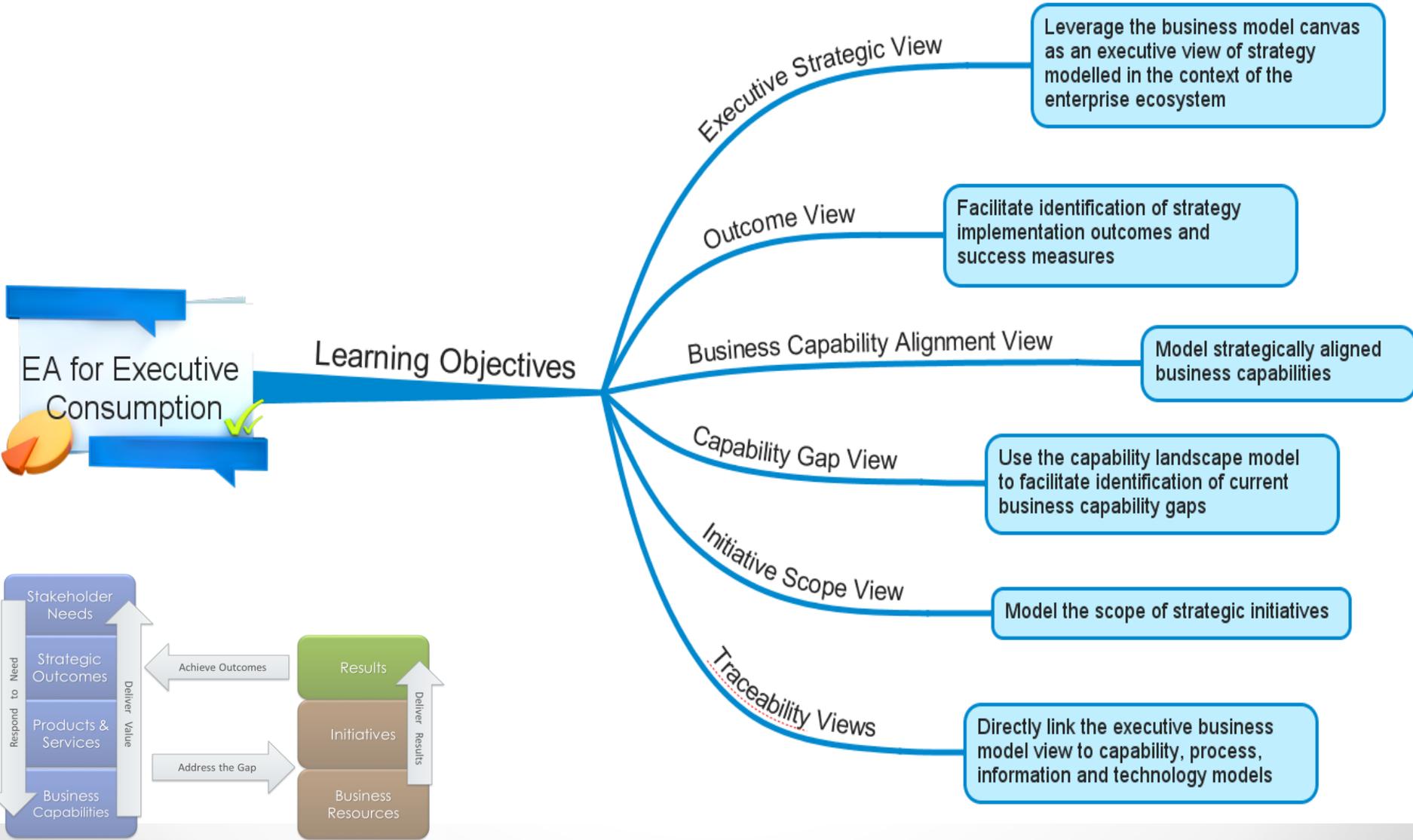
People

# Business Change Architecture

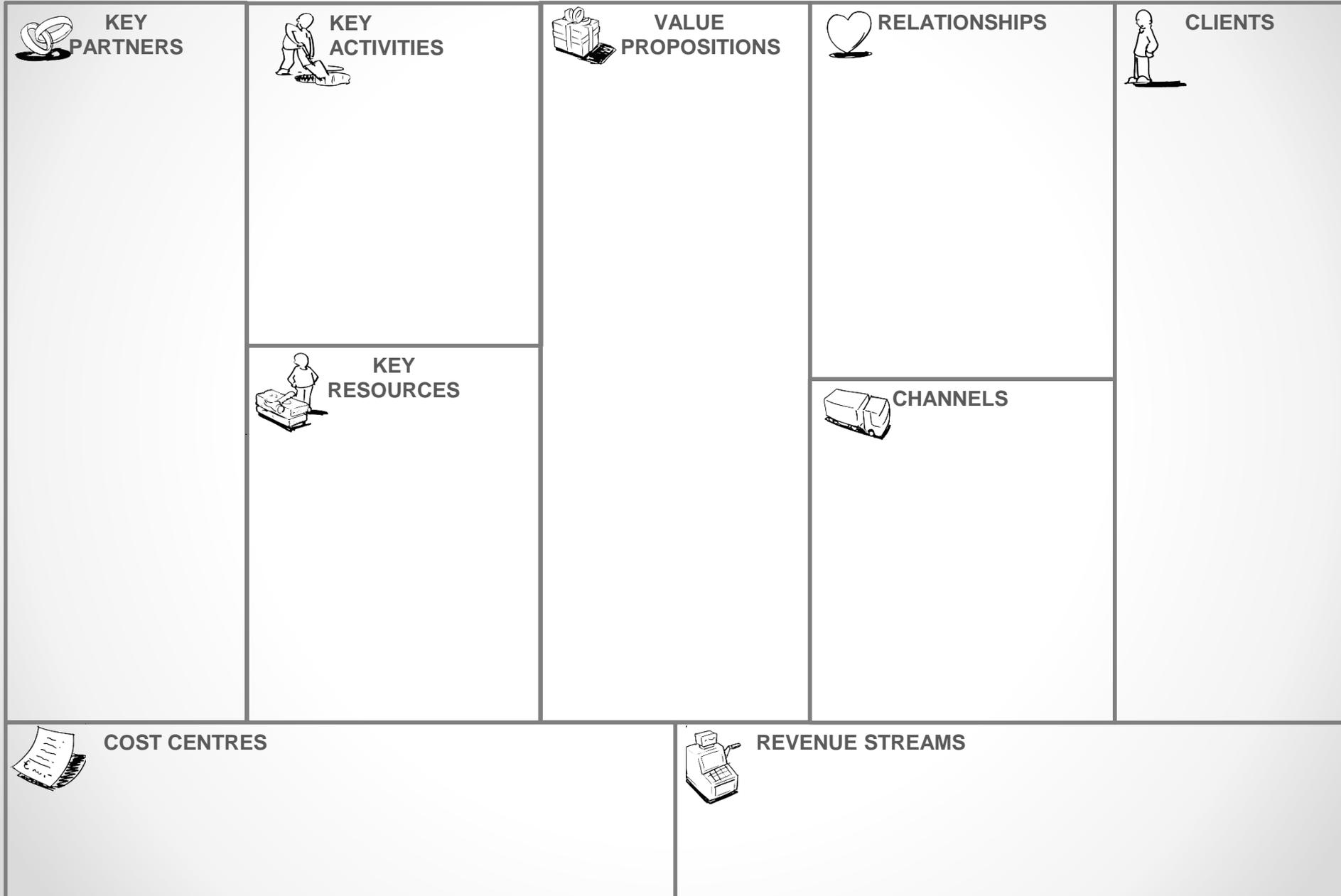
Coherency -> Value  
Consensus -> People  
Consistency -> Capability



# Learning Objectives



# – Business Model Canvas –



# Sample Organization

Workers  
Services

Employer  
Services

Financial  
Services

Corporate  
Services

General  
Counsel

## **Workers Safety Agency**

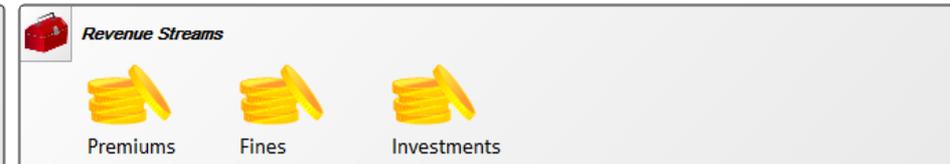
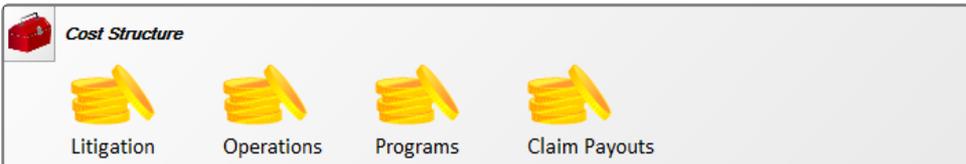
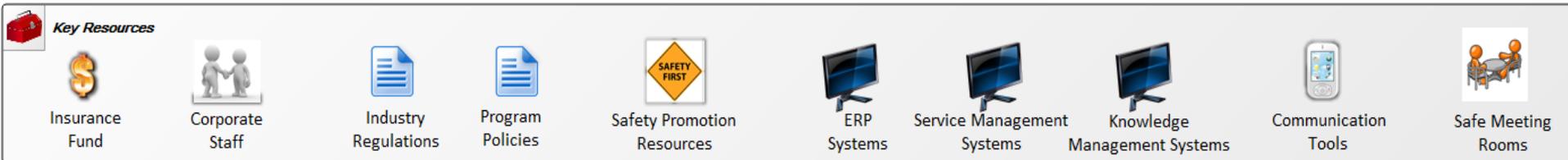
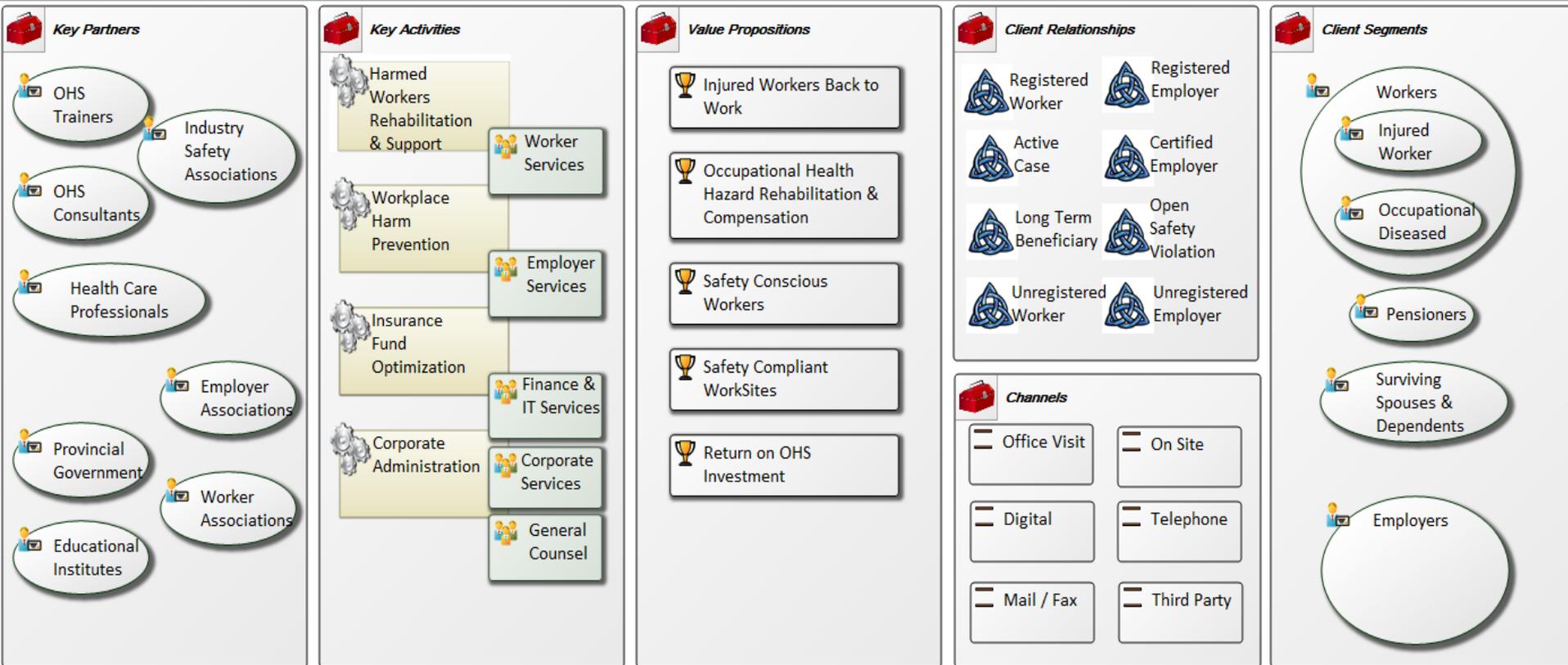
*Promote safety and provide compensation and rehabilitation support to harmed workers*

**Impetus** : Improve Financial Sustainability

### **Strategic Goals**

1. Reduce long term claim payouts for injured workers by:
  - promoting workers returning to work
  - getting them back to work more effectively
  - identifying back to work readiness quicker
2. Reduce administration costs by:
  - streamlining the case management process
  - increasing use of electronic fund transfer

# Business Model Canvas Sample



# Business Change Architecture - Why



- Identify Stakeholders
- Determine Needs
- Identify Value to be Delivered

# Stakeholder Needs Value Map Sample

## Stakeholder Needs Value Map



- Financial assistance
- Rehabilitation
- Knowledge about the assistance available
- Guidance navigating the processes
- A job to go back to



**Occupational Health  
Hazard Relief &  
Compensation**



**Injured Workers Back to  
Work**



- Safety Awareness & Skills
- Safe Workplaces



**Safety Conscious  
Workers**



**Safety Compliant  
WorkSites**



- Knowledge about relevant safety requirements
- Confidence in the economic viability of the OHS system



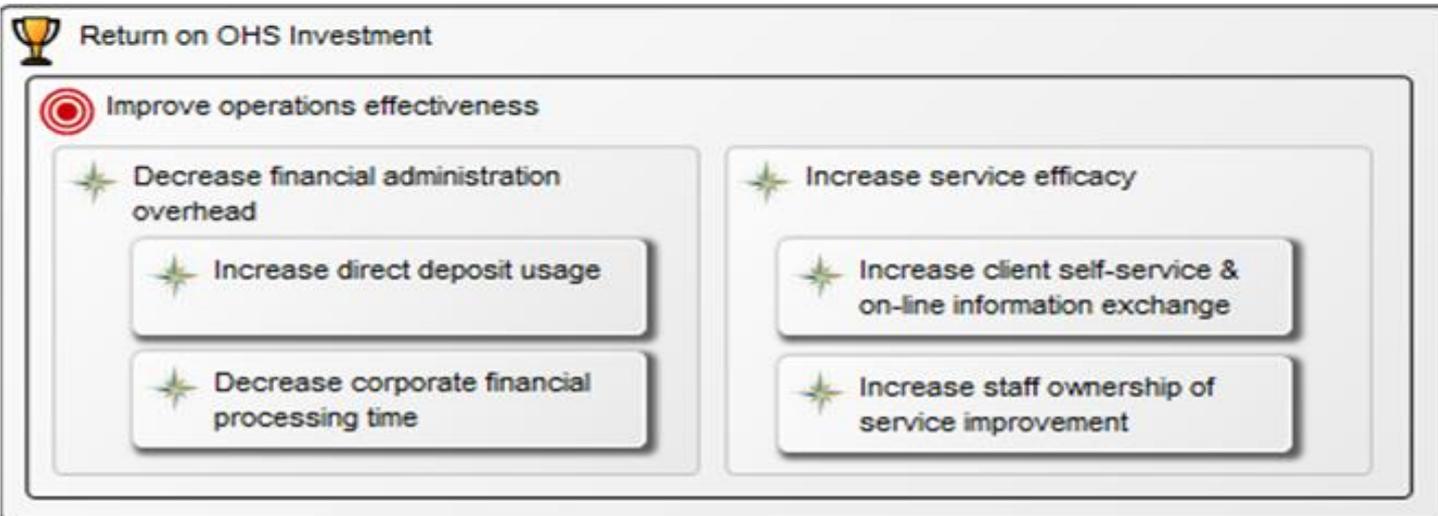
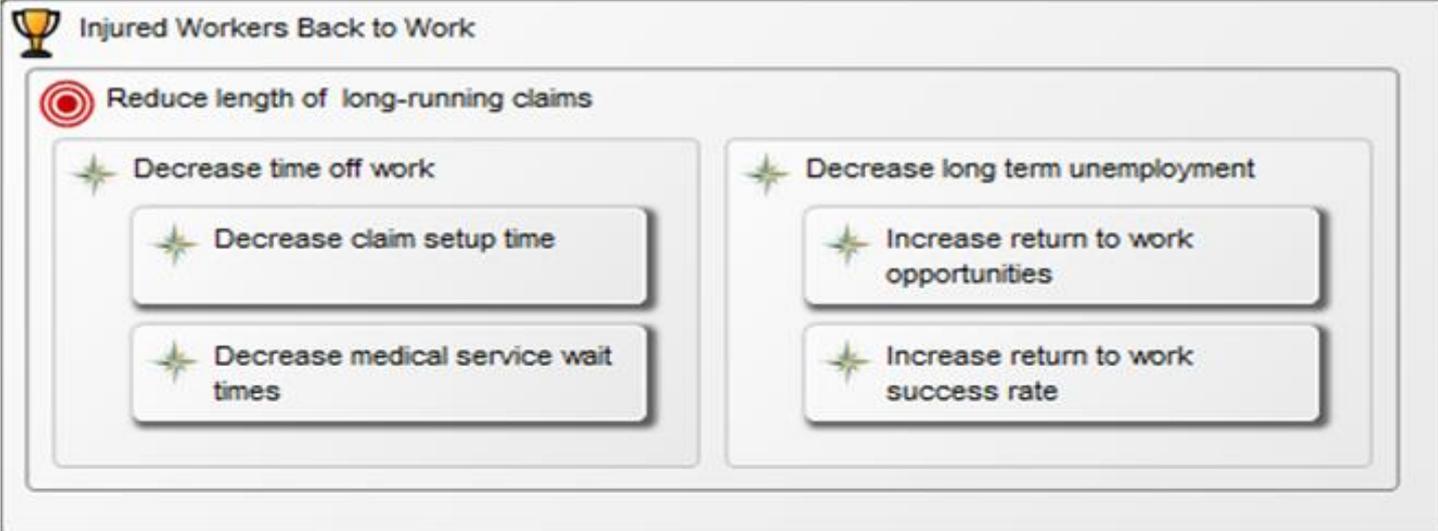
**Return on OHS  
Investment**

# Business Change Architecture - What



- Define Strategic Outcomes and map to Stakeholder Value
- Identify Products & Services
- Identify Business Capabilities and map to Outcomes
- Define Capability Objectives

# Value Outcome Map Sample



# Value Capability Model Sample

 Injured Workers Back to Work

 Occupational Health Hazard Rehabilitation & Compensation

## Harmed Workers Rehabilitation & Support

 Decrease time off work

 Decrease long term unemployment

### Claim Management

 Achievement of Case Goal

 Decrease claim setup time

 Increase client self-service & on-line information exchange

### Medical Services

 Appropriate Medical Services

 Decrease medical service wait times

 Increase efficiency of Medical Partner information exchange

### Financial Compensation

 Appropriate Compensation

 Increase direct deposit usage

### Return to Work Support

 Worker successfully returned to work

 Increase return to work opportunities

 Increase return to work success rate

# Business Change Architecture - How



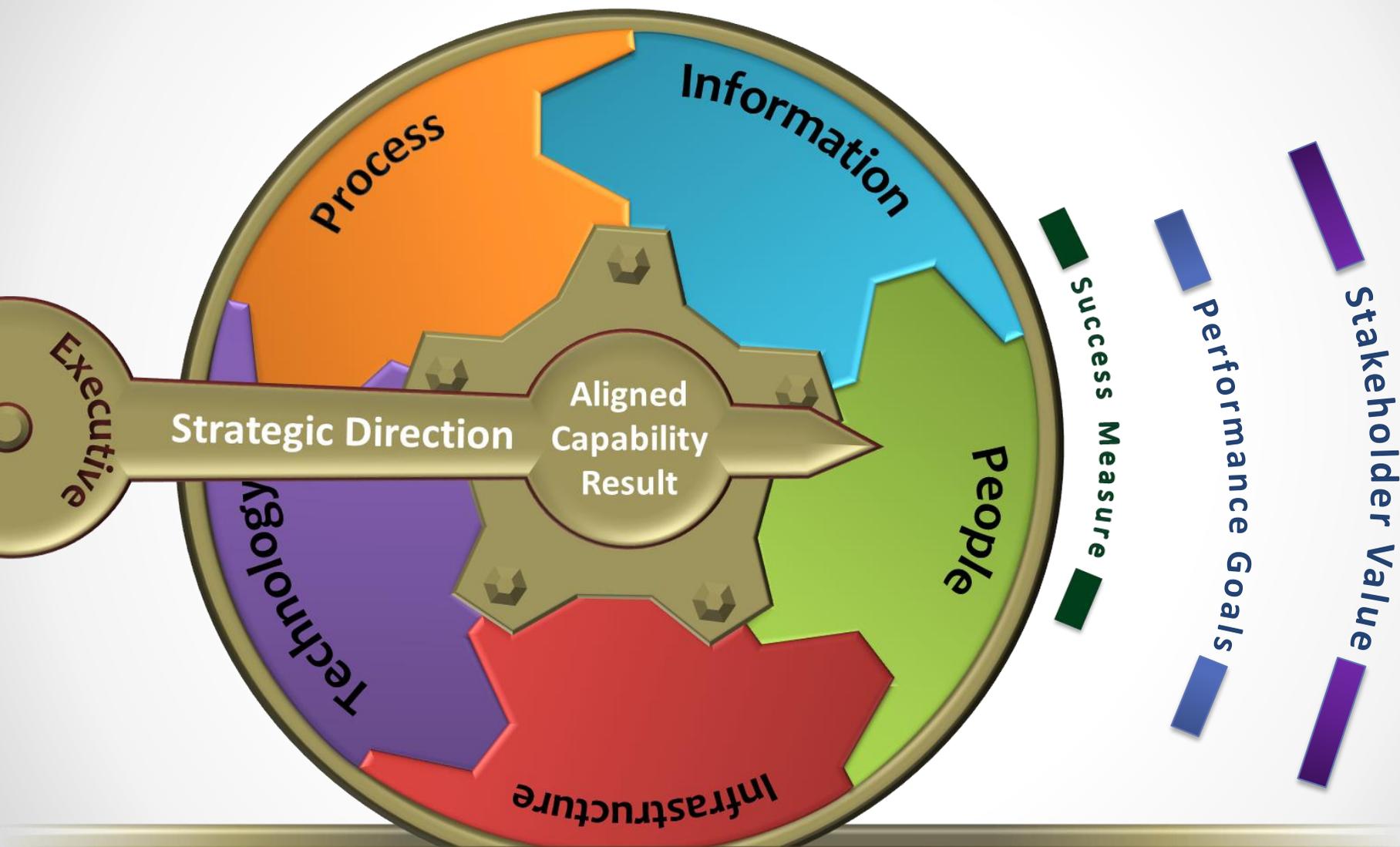
## Assess Capability Gaps

- ❑ VALUE

Stakeholder Needs & Expectations

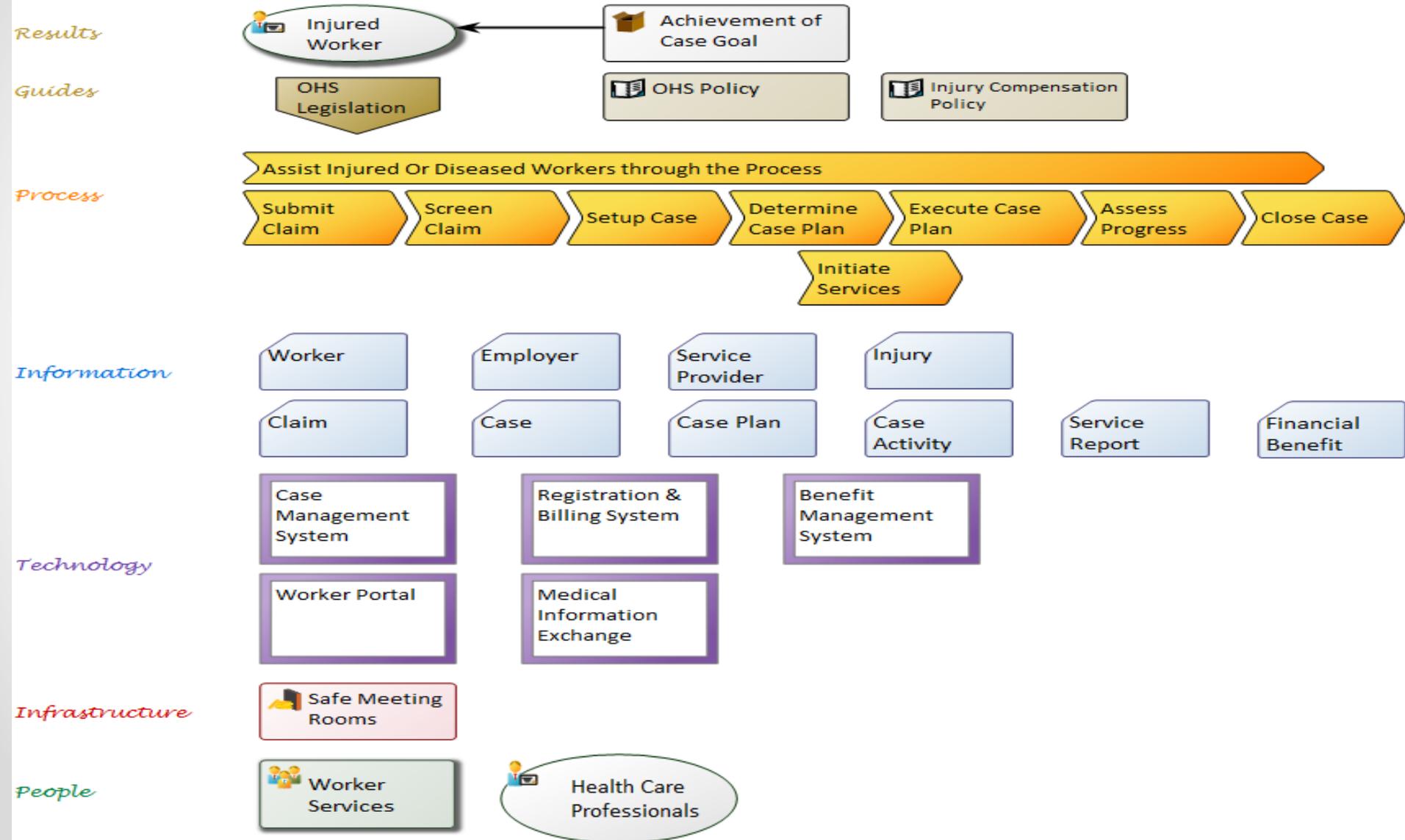
- ❑ PERFORMANCE

# Business Capability Alignment Wheel



# Business Capability Landscape Sample

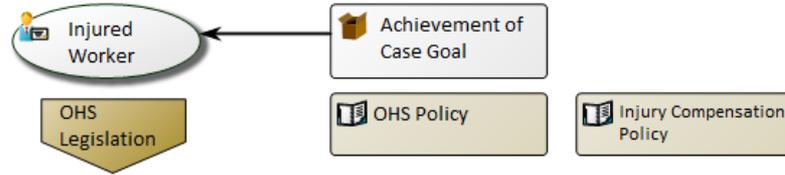
## Claim Management Capability Landscape



# Business Capability Assessment Sample

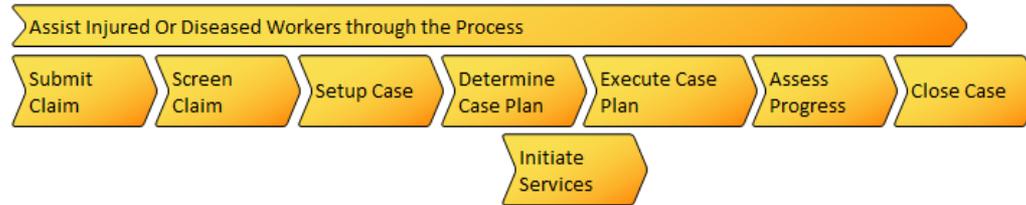
## Claim Management Capability Landscape

Results



Guides

Process



Information



Technology



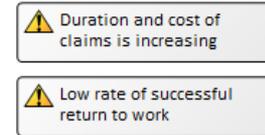
Infrastructure



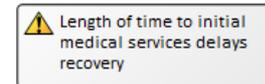
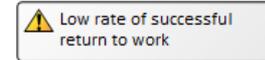
People



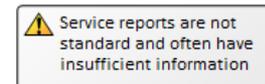
### Problems



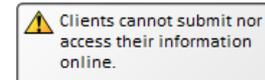
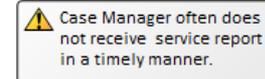
Decrease time off work



Decrease claim setup time



Increase efficiency of Medical Partner information exchange



Increase client self-service & on-line information exchange

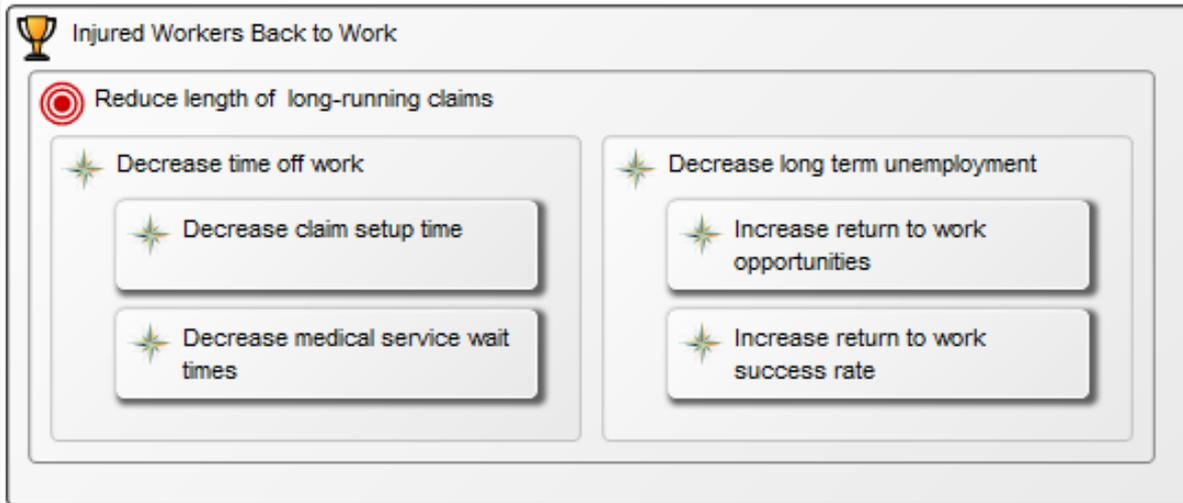
# Business Change Architecture - When

- Group the gaps into initiatives and projects
- Prioritize and schedule the projects

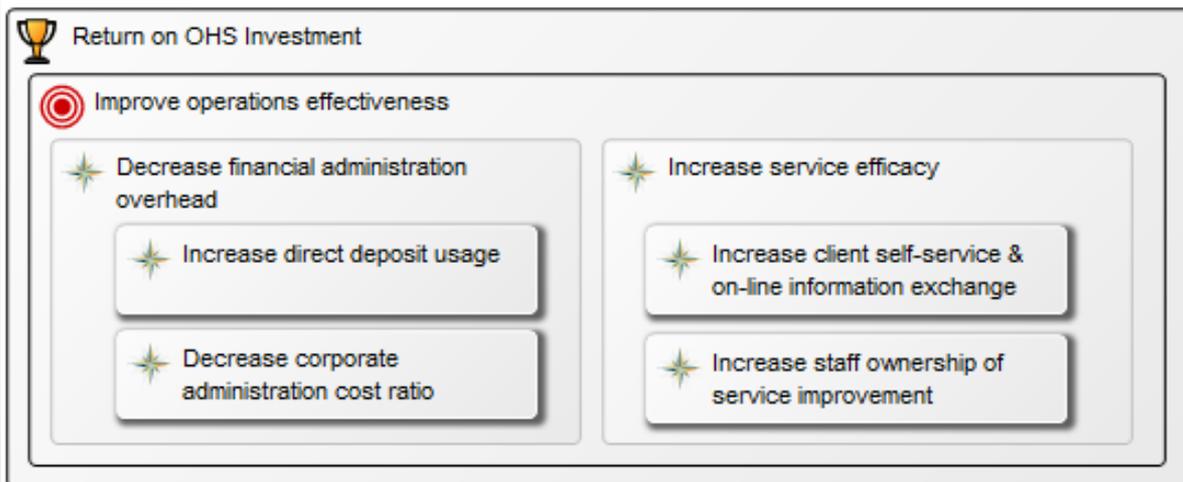


# Value Strategy Map Sample

## Value Strategy Map



Transform  
Service  
Delivery



Streamline  
Internal  
Operations

# Transform Service Delivery Scope

## Change Motivation

⚠ Duration and cost of claims is increasing

⚠ Length of time to initial medical services delays recovery

⚠ Clients cannot submit nor access their information online

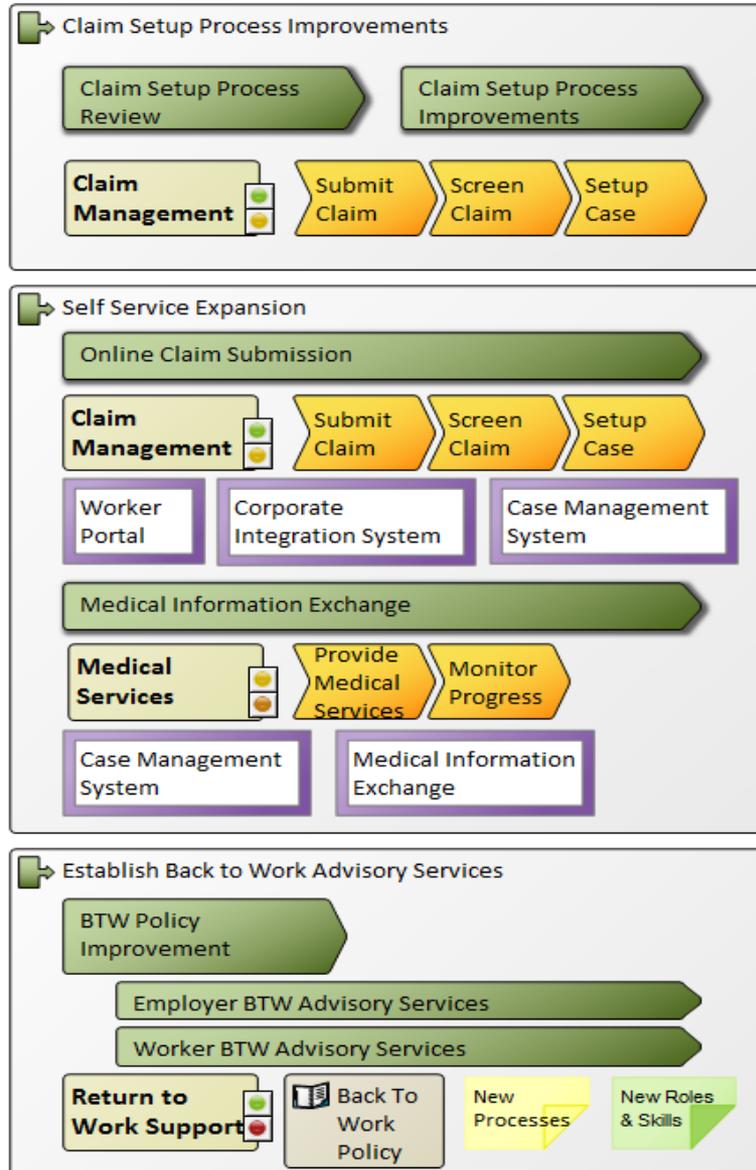
⚠ Case Manager often does not receive service report in a timely manner.

⚠ Service reports are not standard and often have insufficient information

⚠ Low rate of successful return to work

⚠ Many employers are not equipped to enable gradual return to work

## Change Scope



## Change Objectives

★ Decrease claim setup time

★ Decrease medical service wait times

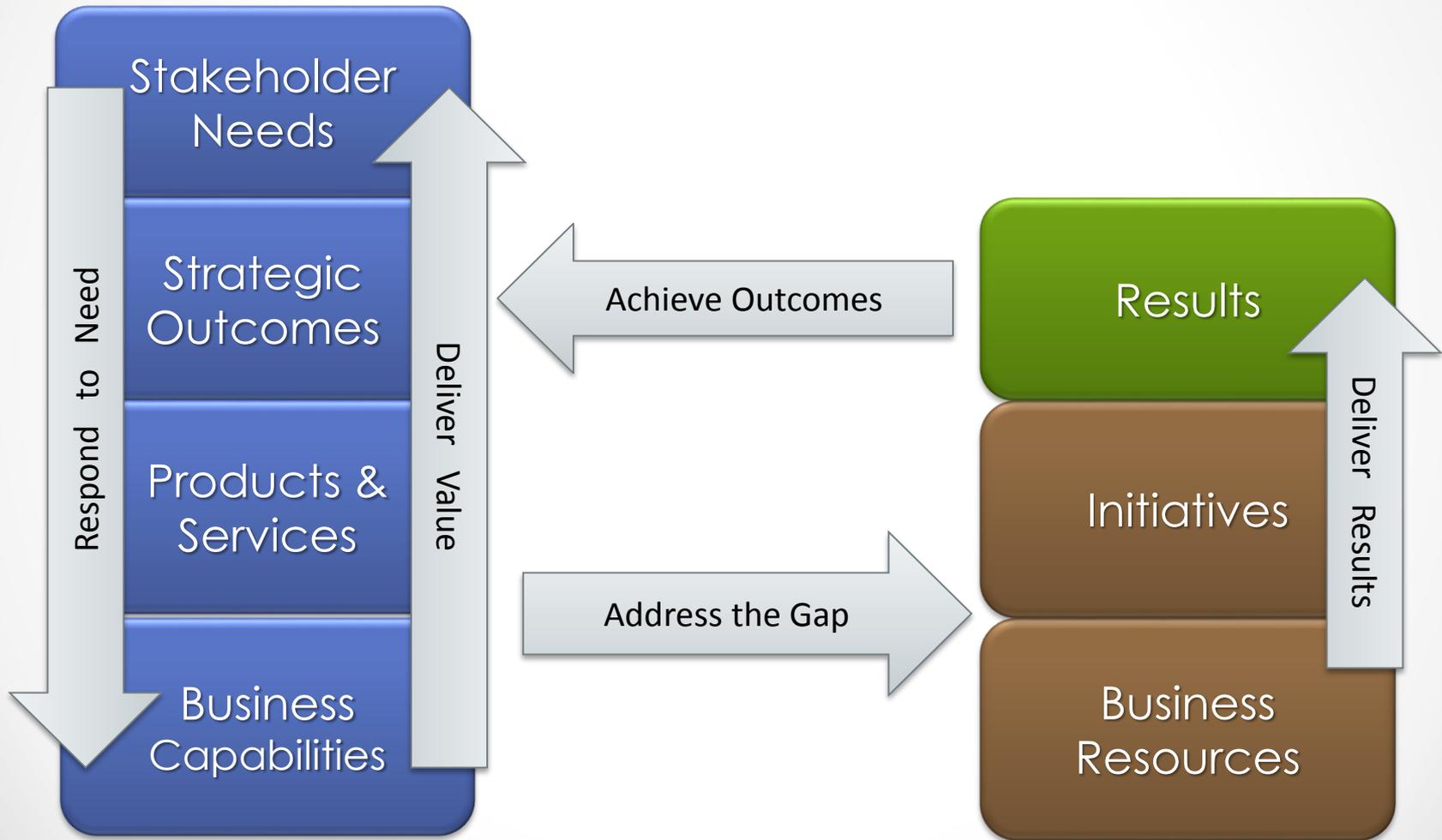
★ Increase client self-service & on-line information exchange

★ Increase efficiency of Medical Partner information exchange

★ Increase return to work opportunities

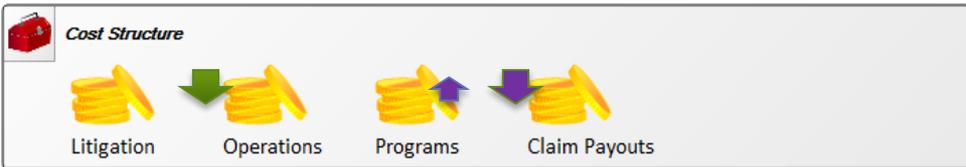
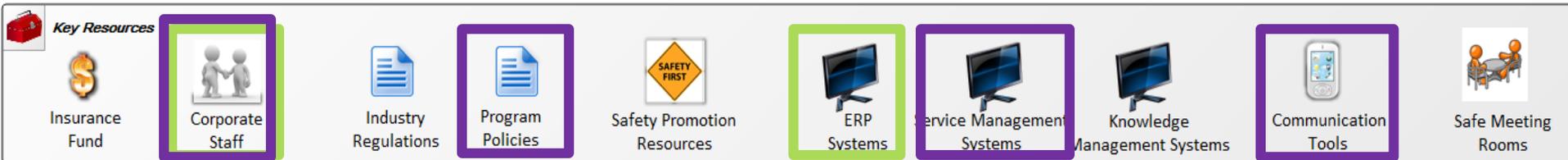
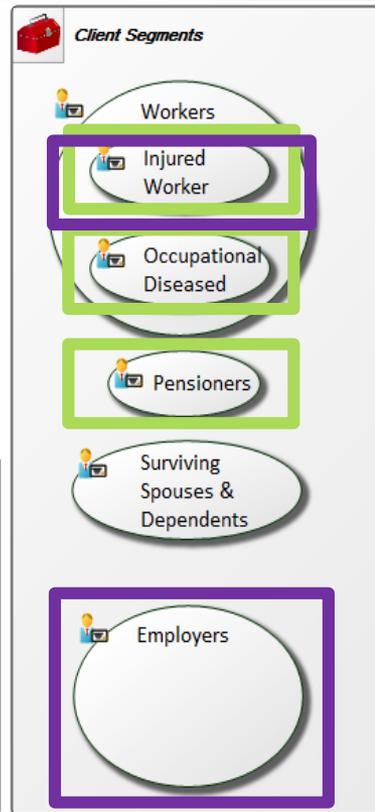
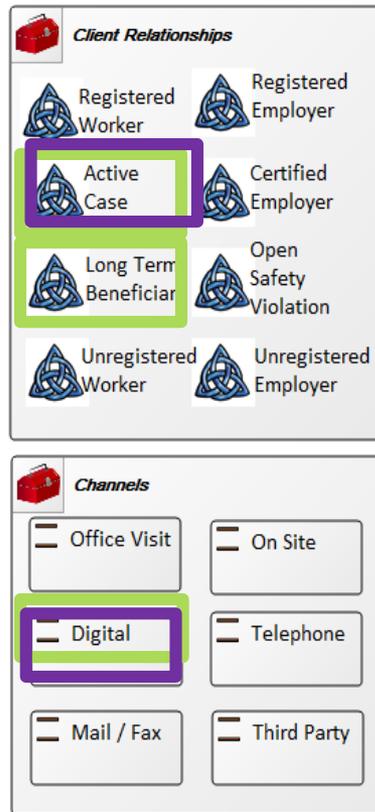
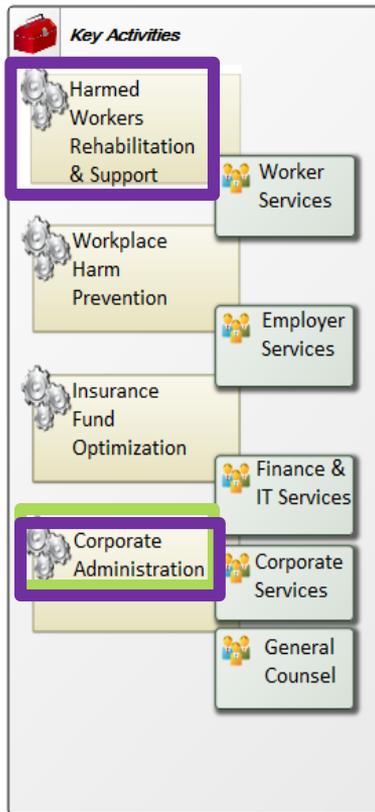
★ Increase return to work success rate

# Business Change Architecture Coherency and Traceability



# Streamline Operations

# Transform Service Delivery



# Thank you



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[BusinessCapabilityAlignment.com](http://BusinessCapabilityAlignment.com)



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# Exercise #1 – Stakeholder Needs & Value

Create a stakeholder needs value map for one of

- a) Health Care Professionals
- b) Worker Associations

## **Remember:**

*Value responds to the recipient's need, not the organization's need*

*Peter Drucker “What does our client consider valuable”*

# Exercise #2 – Capability Gap Assessment

Create a capability gap assessment map for one of  
*(a) Medical Services* or *(b) Return to Work Support*

- Map the appropriate objectives to the capability
- Identify the key stakeholders & their needs
- Identify potential resource gaps per the given problems.

## **Remember:**

*Consider the value and potential pain for all the key stakeholders involved in this capability.*

# Exercise #3 – Strategic Intent

Define a strategic initiative to address the business problems and resource gaps identified in Exercise #2.

- Group the resource gaps into projects
- Identify the problems being addressed by each project and define any corresponding project level objectives
- Model the initiative scope and identify overlaps, dependencies and potential resource conflicts

Map the scope of your strategic initiative(s) onto the Business Model Canvas

## **Remember:**

*Objectives measure results that enable outcomes.*

*Strategic initiative scope is defined in terms of stakeholders, value, capabilities and resources.*