

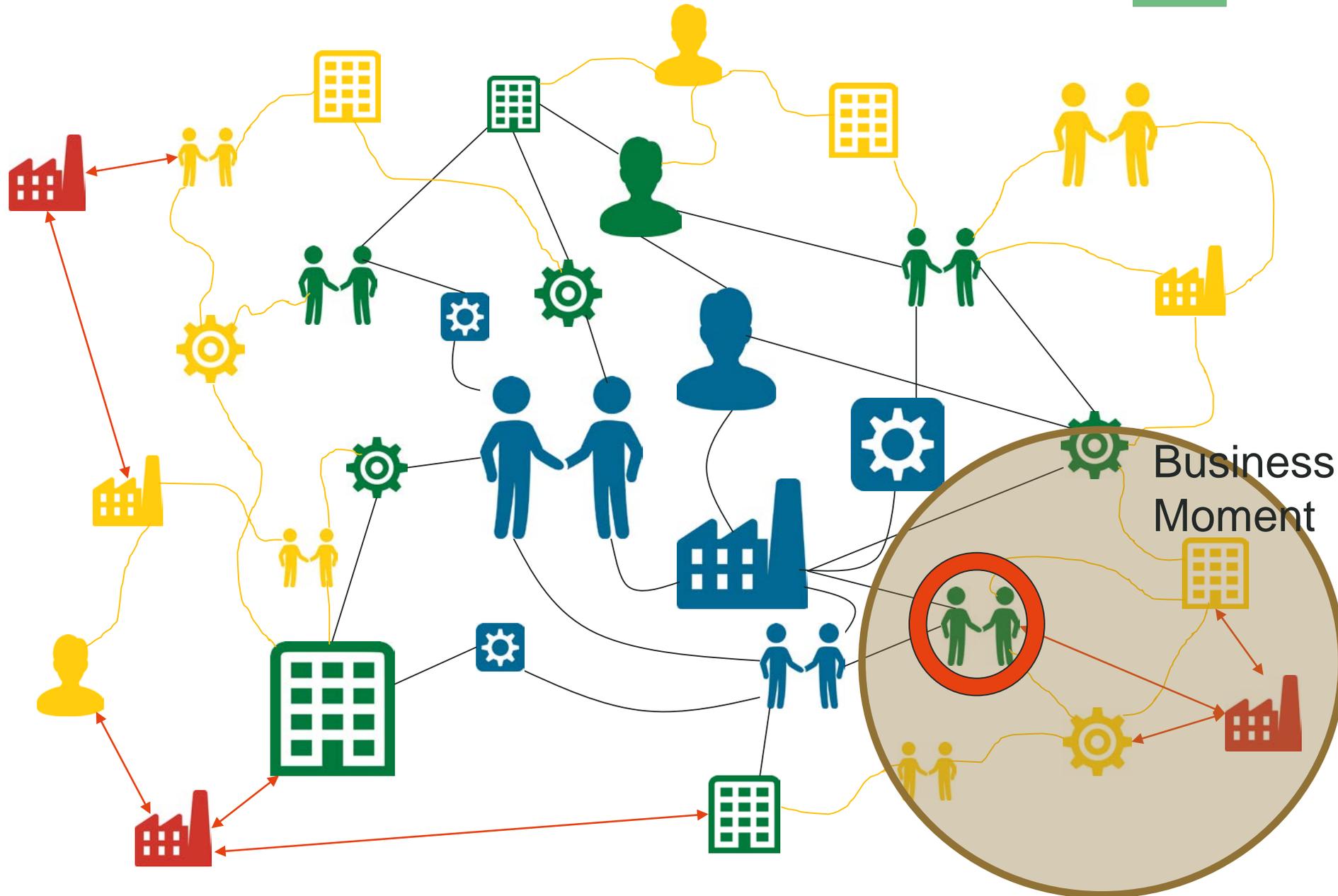
# Enterprise investment in QualiWare

Rune Brodersen

QualiWare, Center of Excellence



# The ecosystem



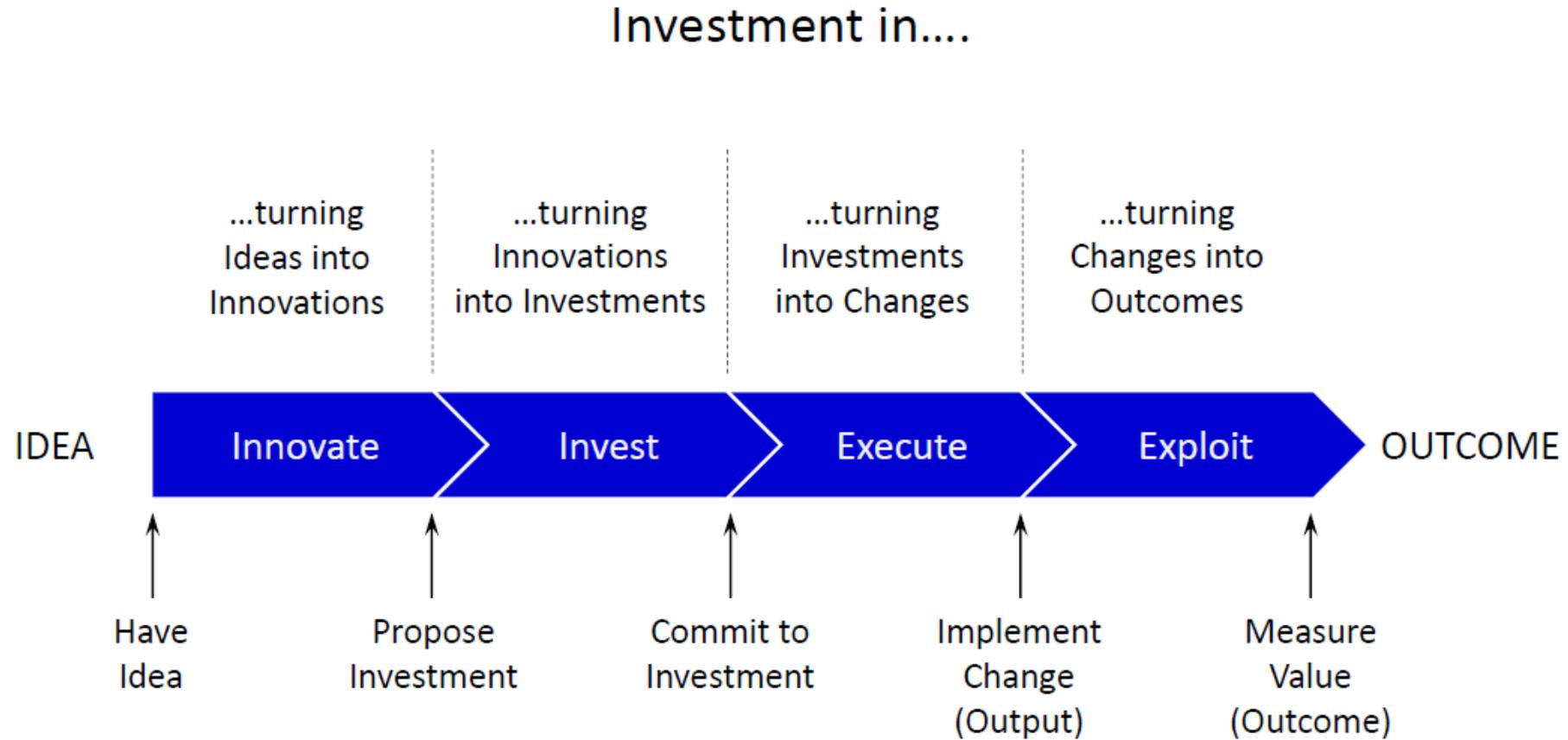
***ENABLING POSITIVE CHANGE***<sup>®</sup>



# How can we as architects approach investments?



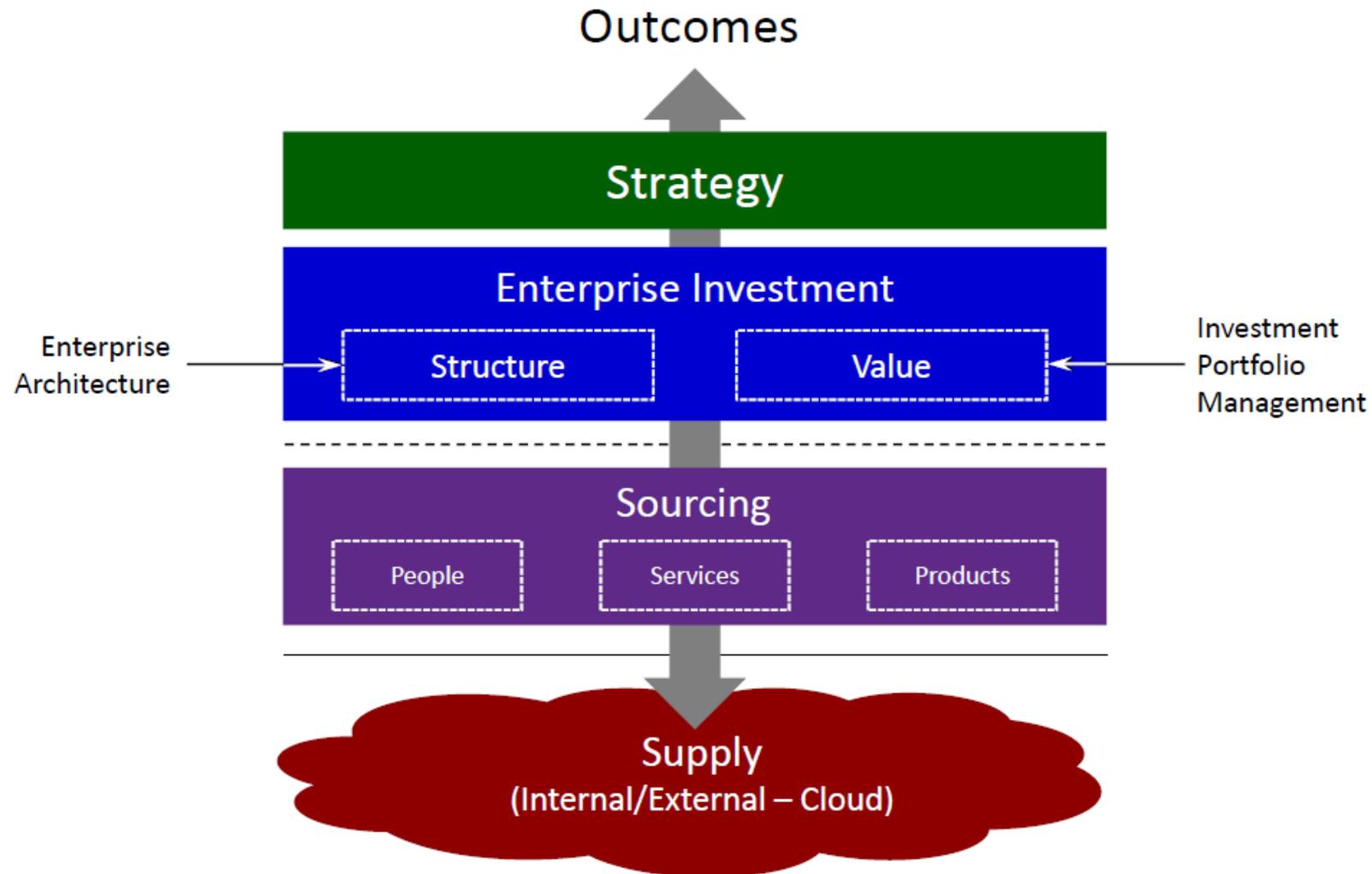
# The enterprise investment process



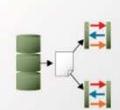
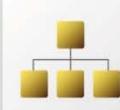
# 70% of projects fail

Why is that?

# Value chain

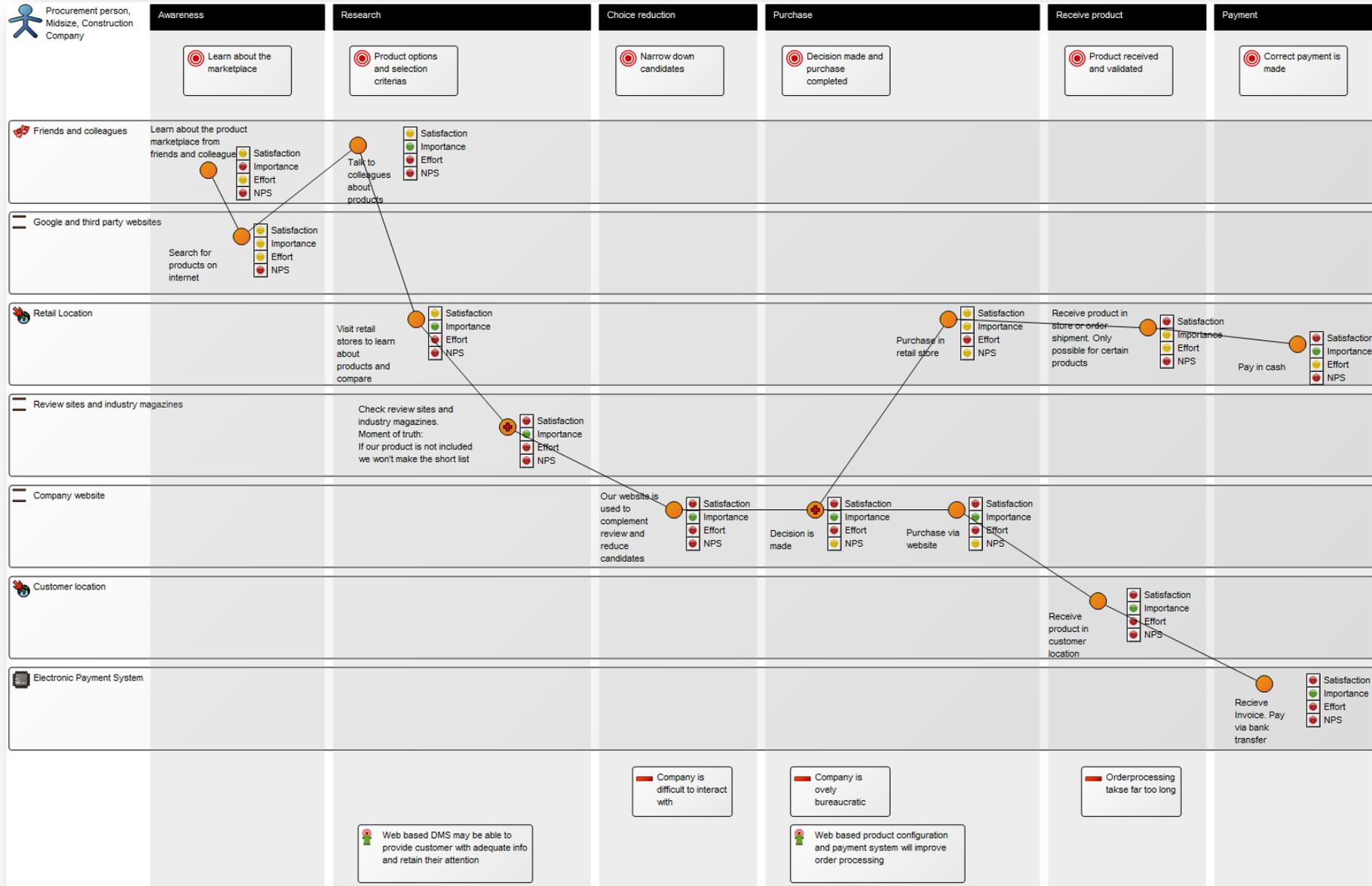


# Strategy in the QualiWare framework

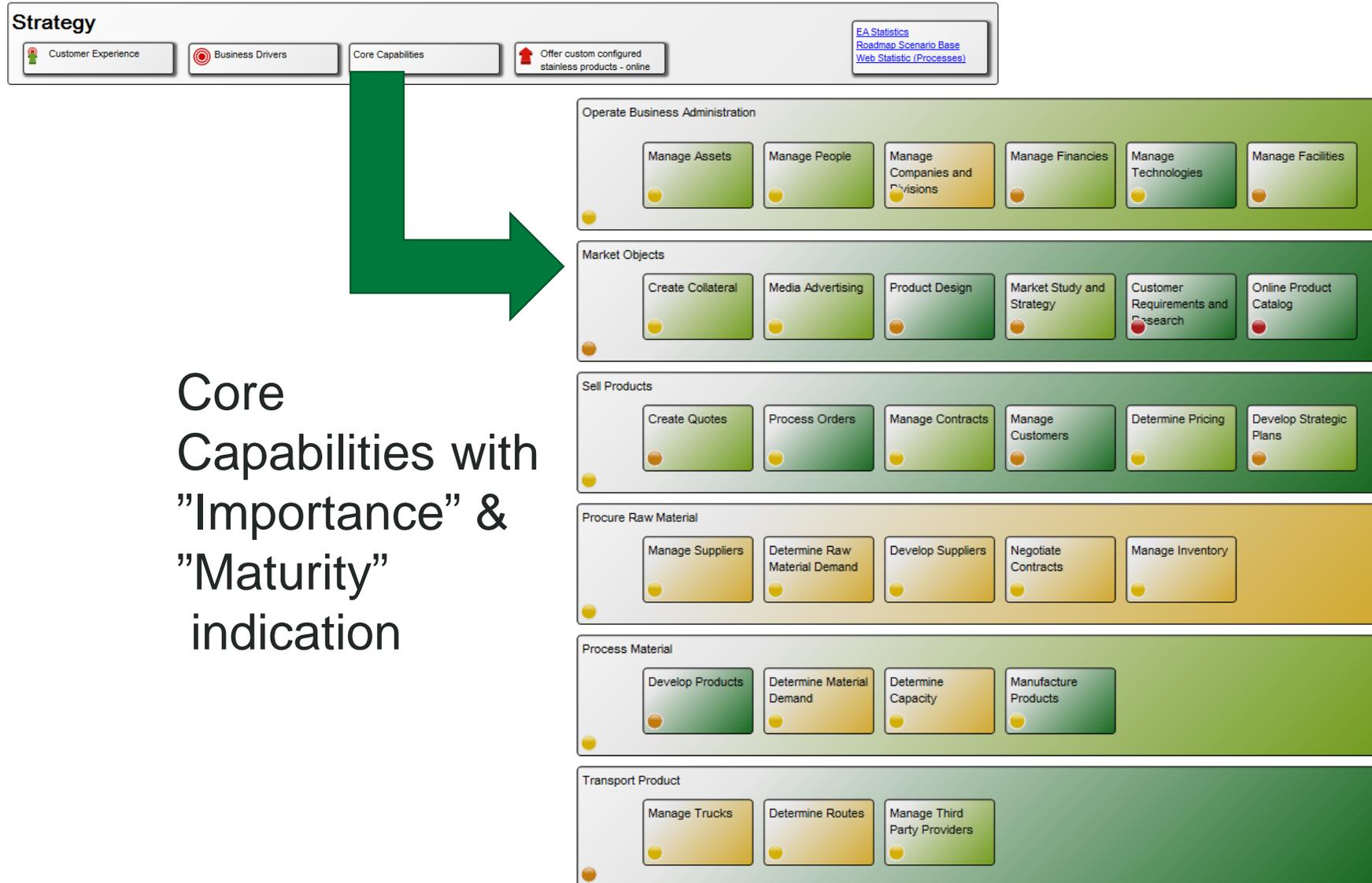
	STRATEGY	PROCESS	APPLICATION	INFORMATION	ORGANIZATION	TECHNOLOGY
CONCEPTUAL	Strategy 	Business Process Model 	Application Architecture 	Semantic Model 	Stakeholder Model 	Strategic Technology Model 
LOGICAL	Policies 	Business Process Design 	System Design 	Logical Data Model 	Organization Model 	Business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



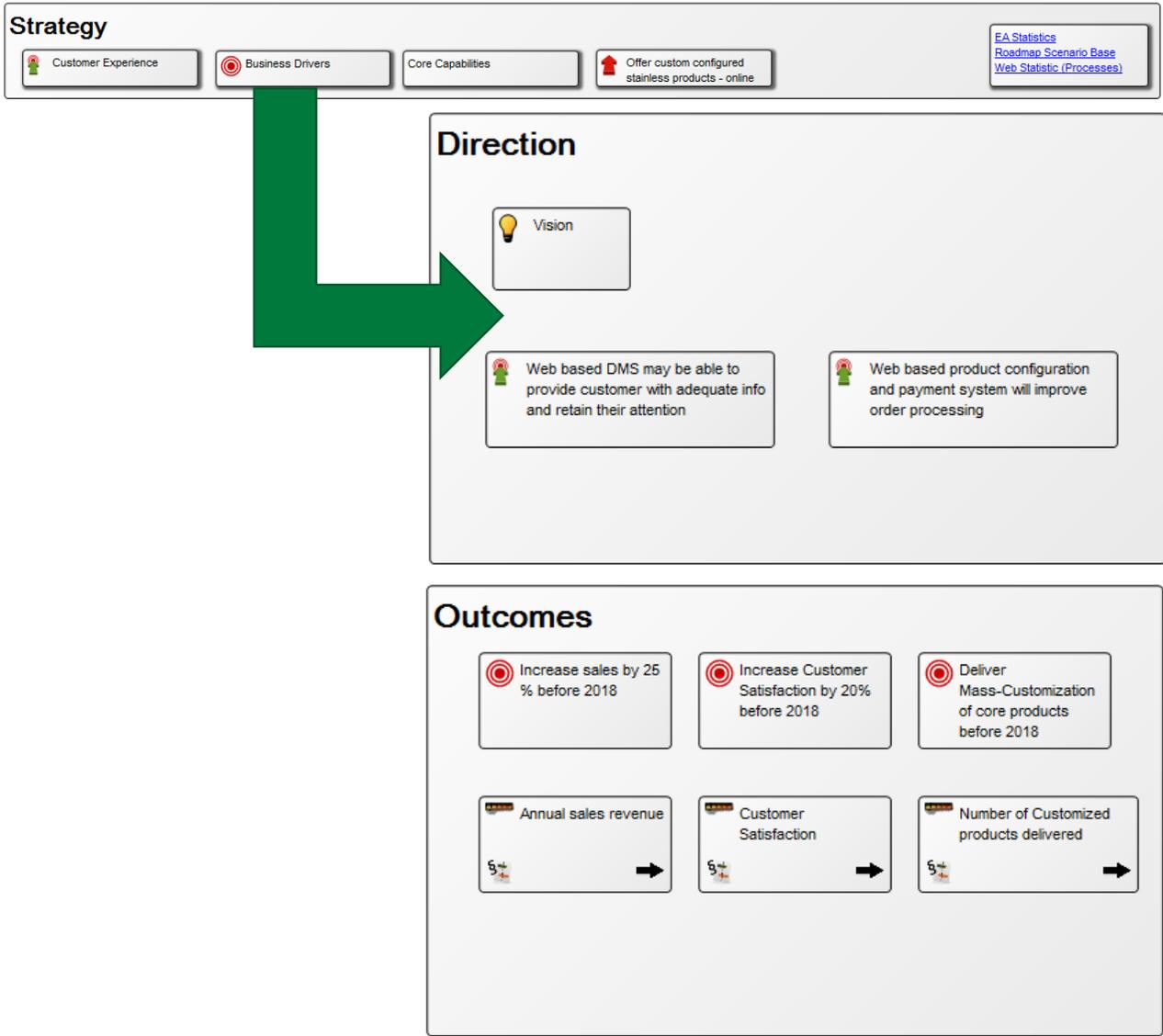
# Customer Journey Map and capturing business moments



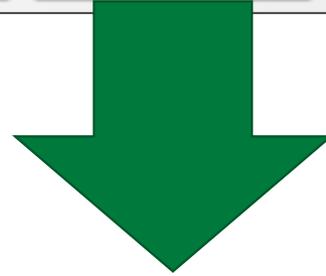
# Business Capabilities required for the future state Customer Journey Map



# Business Outcomes & Metrics to apply to the future Customer Journey Map



# Strategic Roadmap

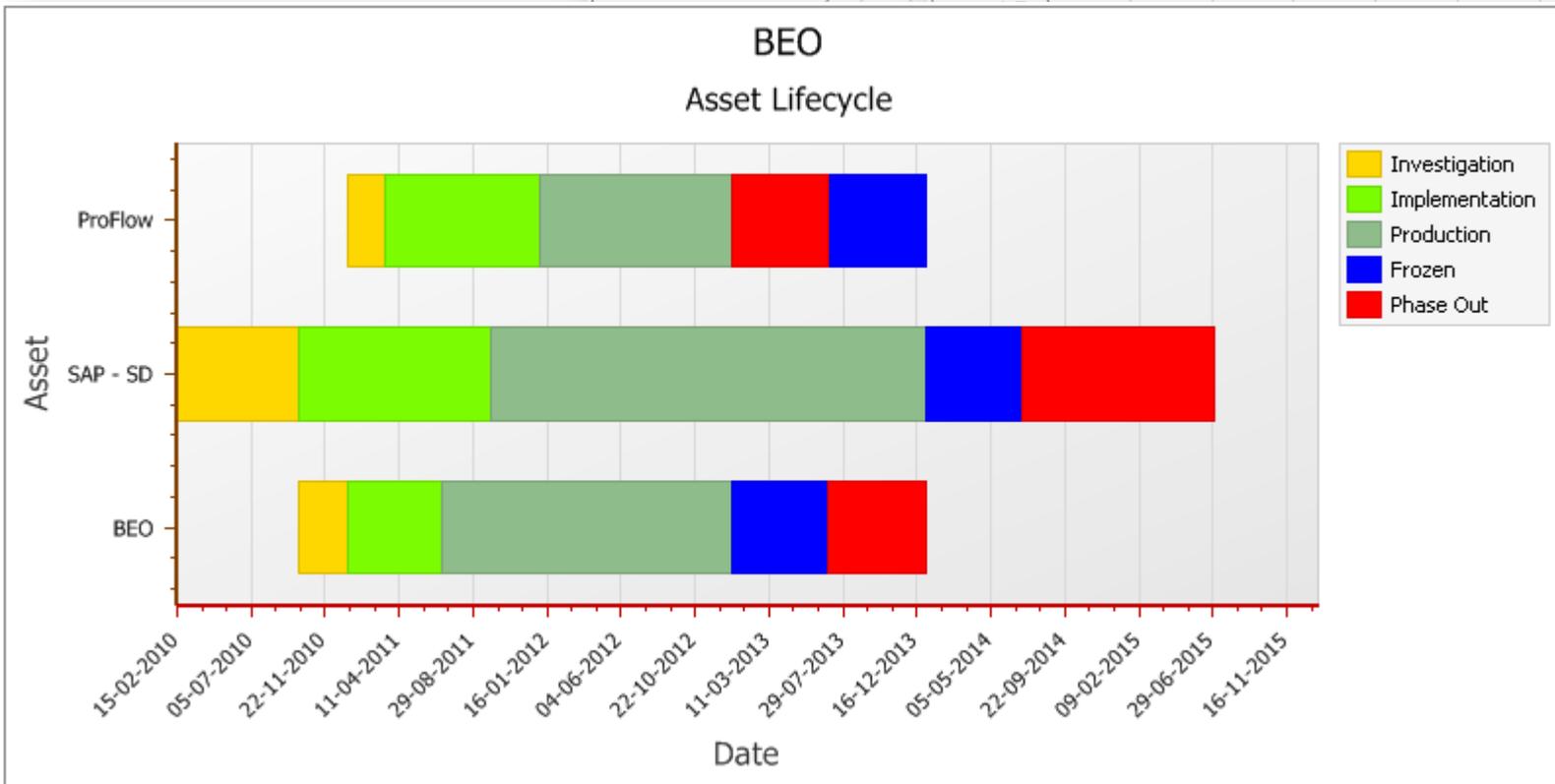
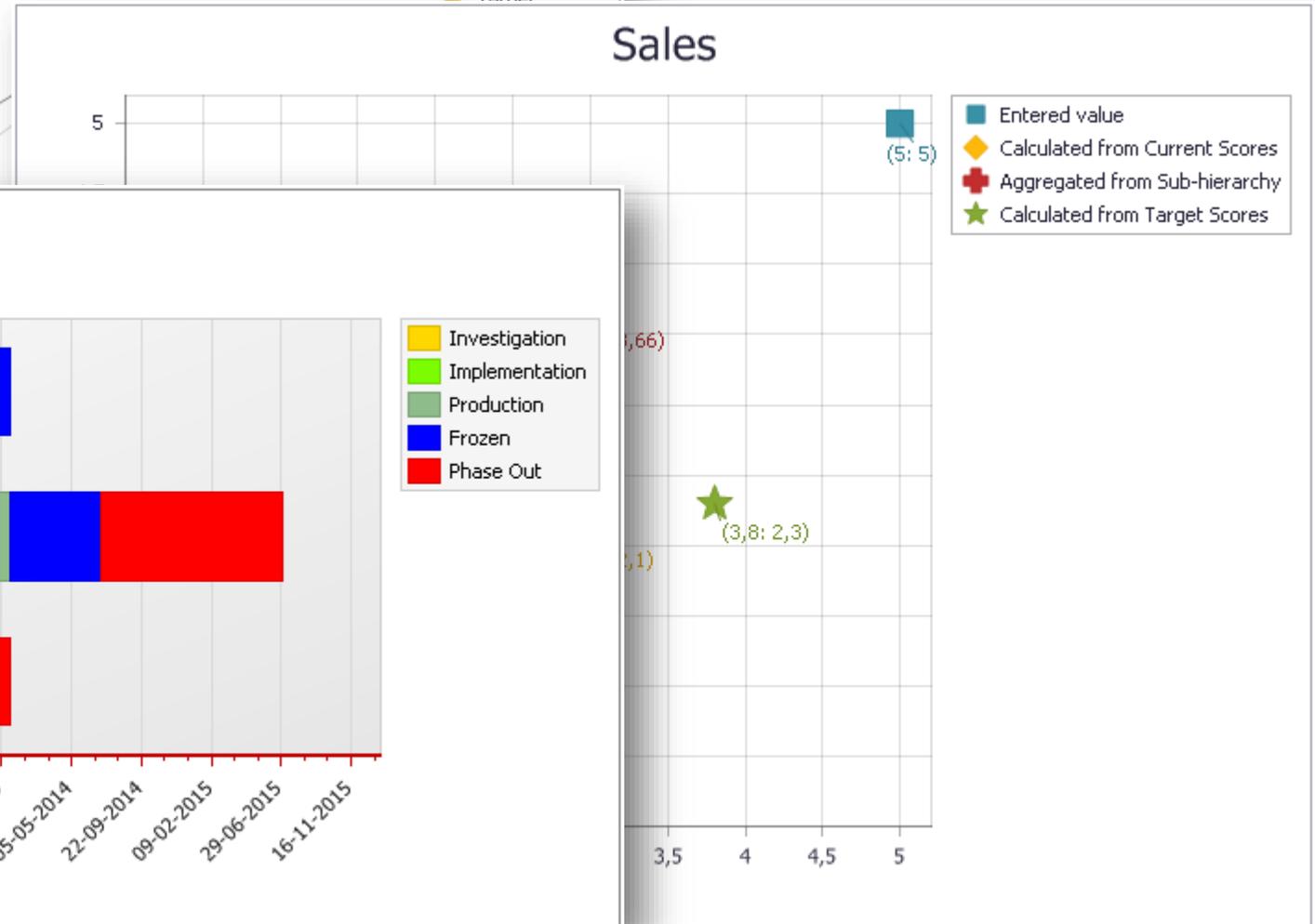


**Offer custom configured stainless products - online**

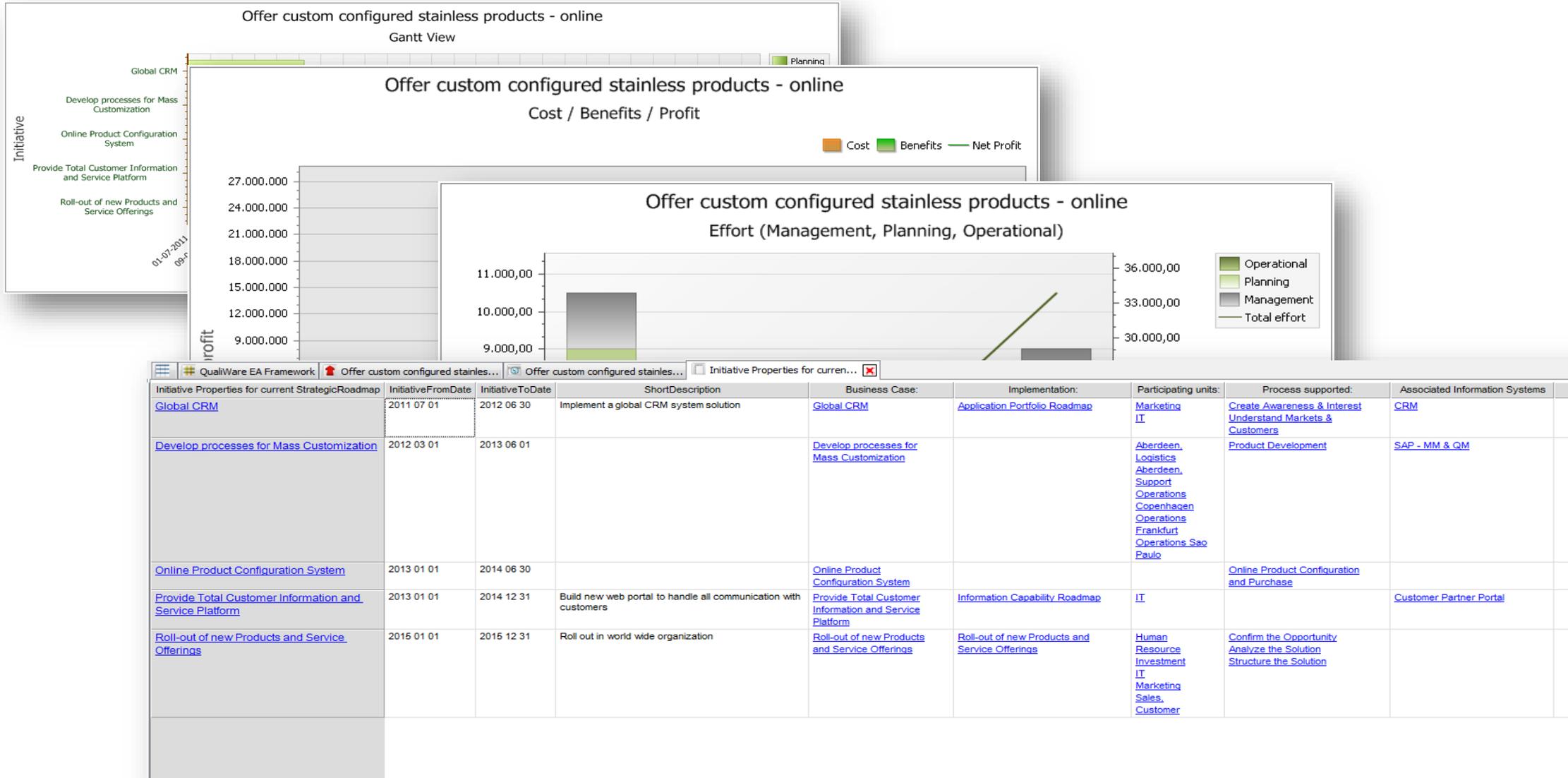
H2 - 2011	H1 - 2012	H2 - 2012	H1 - 2013	H2 - 2013	H1 - 2014	H2 - 2014	H1 - 2015	H2 - 2015	H1 - 2016
 Global CRM									
	 Develop processes for Mass Customization								
			 Online Product Configuration System						
			 Provide Total Customer Information and Service Platform						
						 Roll-out of new Products and Service Offerings			

# Business outcomes

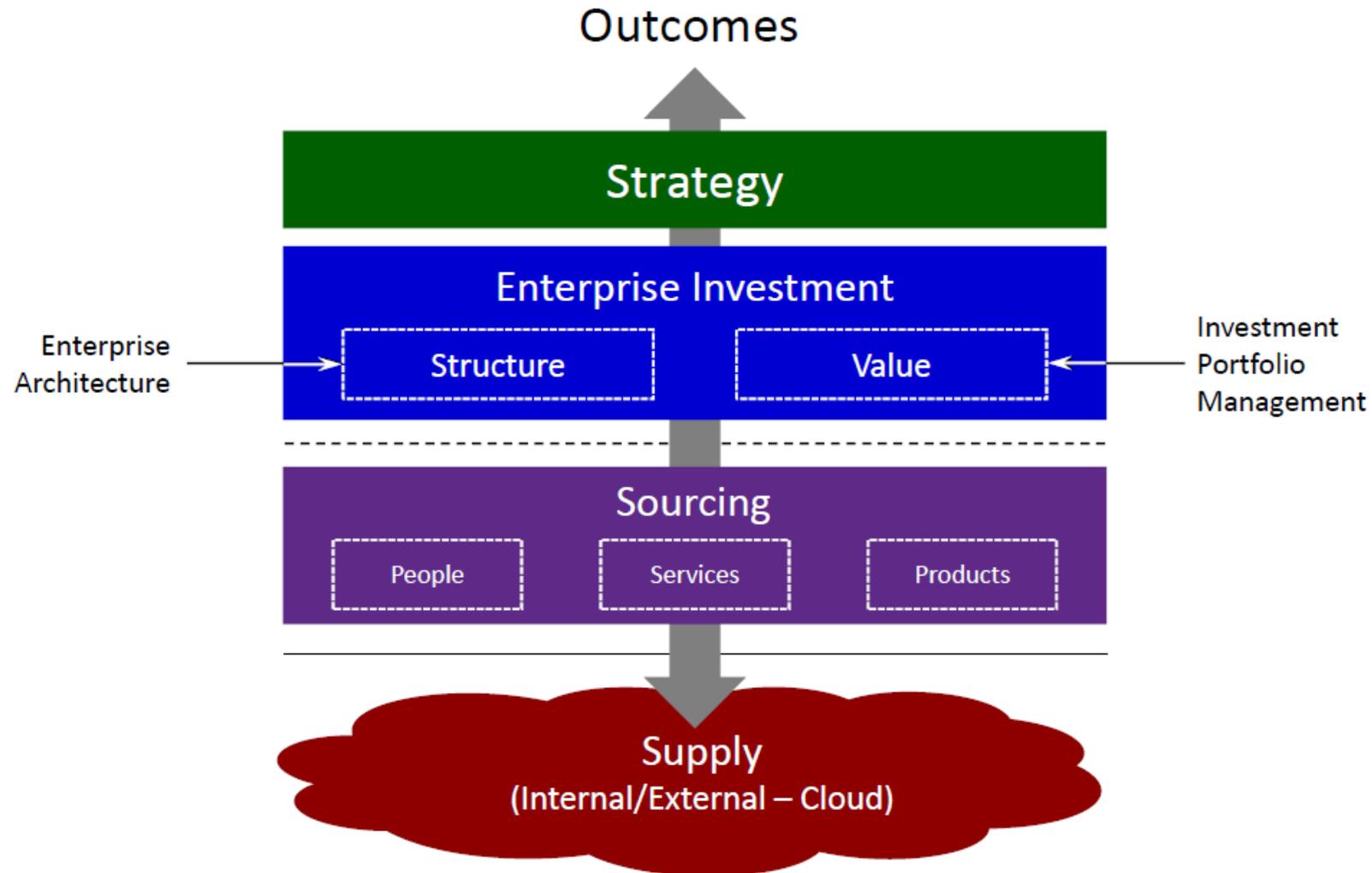
- Business Capabilities
- Application Portfolio Mgmt.



# Predefined reports, matrices and analyses



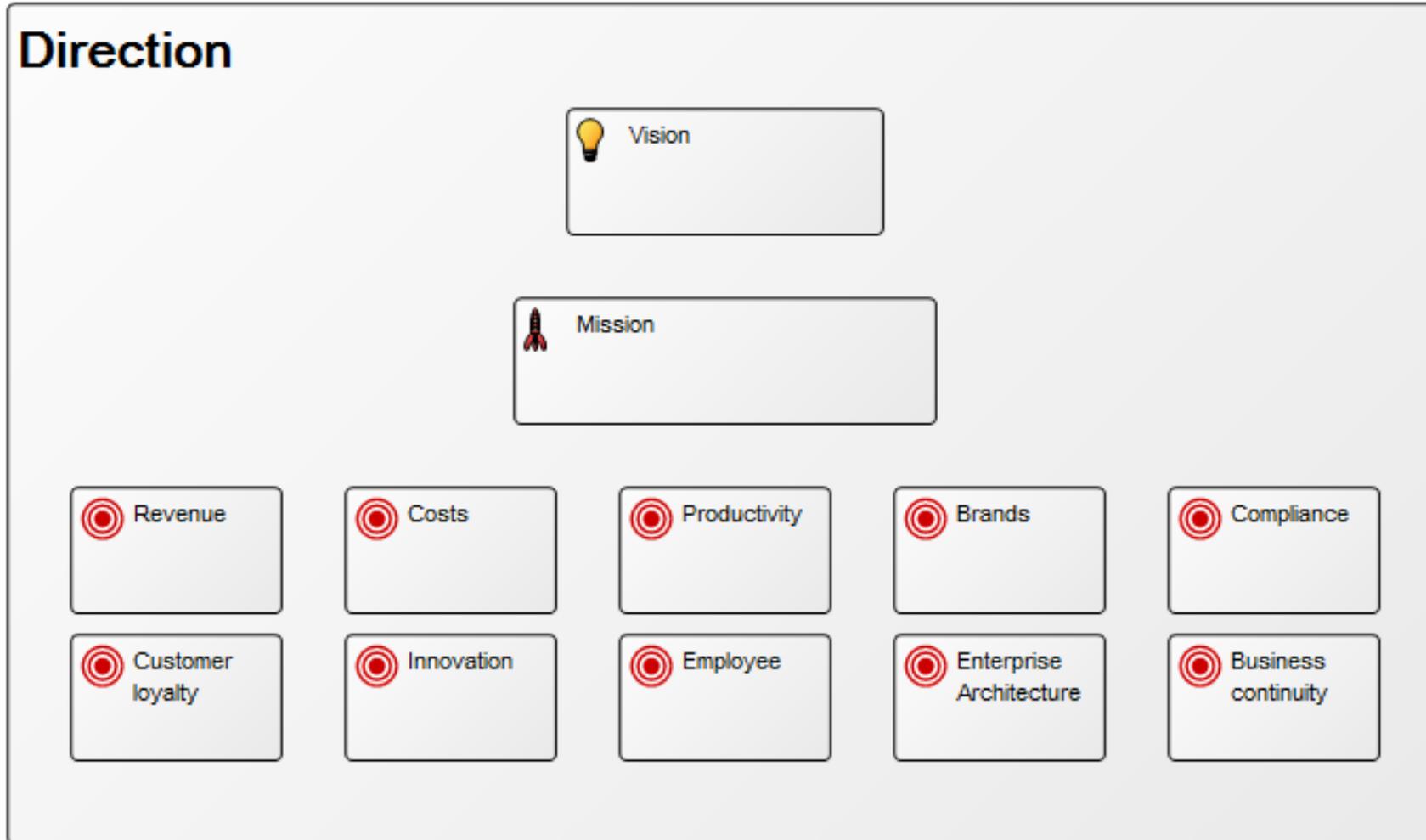
# Value chain



Are we achieving our goals for both value and structure  
as risk-efficiently as possible?

Enterprise Architecture	Investment Portfolio
<p>Achievement of agreed design characteristics</p> <ul style="list-style-type: none"><li>Success of structural investments</li><li>Influence on people's strategies &amp; plans</li><li>Impact on portfolio productivity &amp; efficiency</li><li>Impact on time-to-first benefit in projects</li></ul>	<p>Achievement of agreed investment goals</p> <ul style="list-style-type: none"><li>Percentage investment by goal</li><li>Portfolio costs to Profit &amp; Loss</li><li>Each project: value milestones achieved</li><li>Contribution of 'exploitation projects'</li></ul>

# Investment Goals



**“Culture eats strategy for breakfast”**

- Peter Drucker

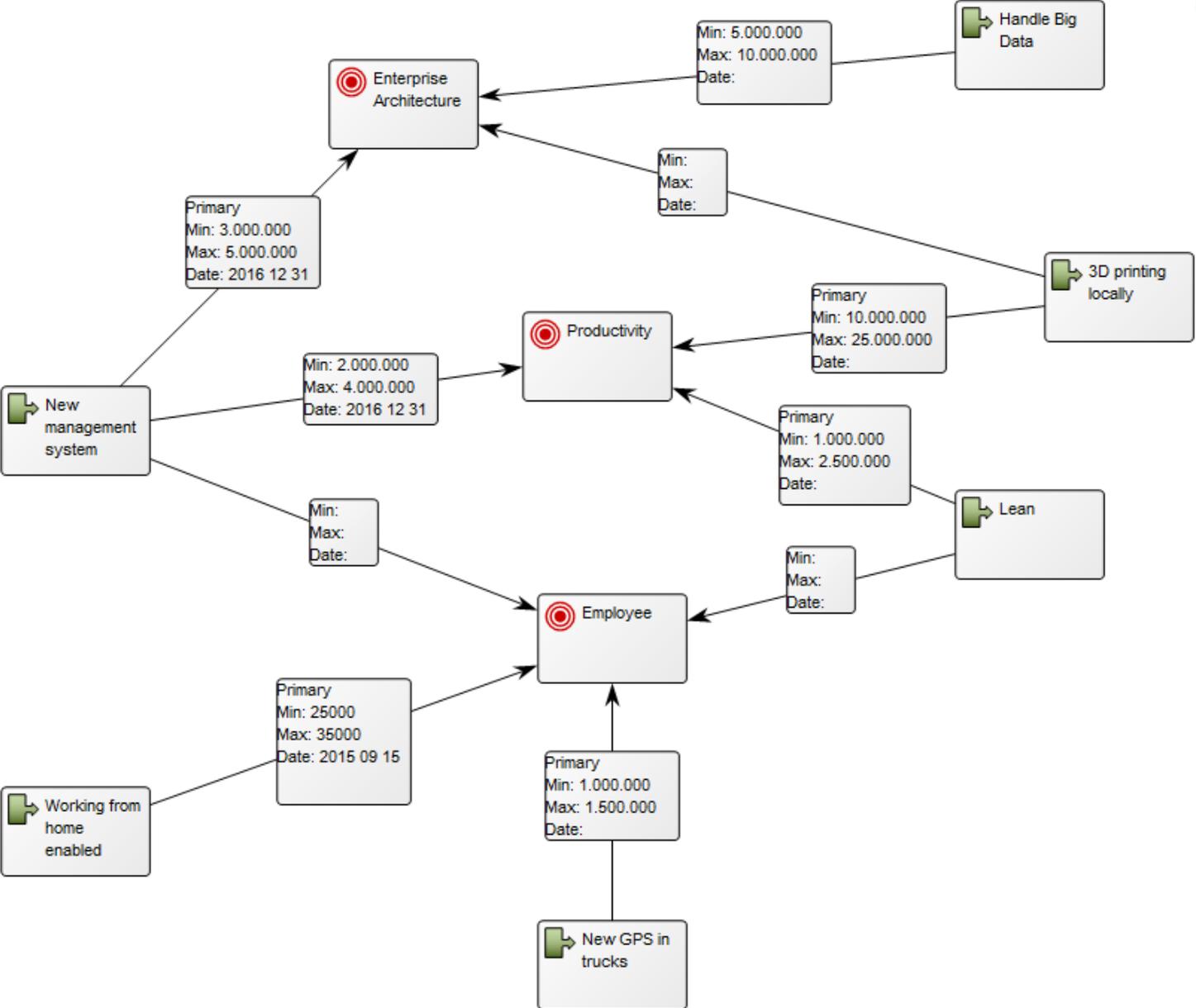
# Culture diagnosis

Dimension	Prevailing Culture			
Value Creation	Considered Always [5]	Considered Last [6]	Avoided [9]	Considered First [16]
Innovation Focus	None [7]	Market [3]	Technical [10]	Internal [13]
Investment Portfolio	Inventory [18]	Bottom-Up [9]	Non-Existent [9]	Top-Down [5]
Targeting	Outcomes [7]	Activities [9]	Outputs [14]	None [6]
Exploiting Assets & Services	Central [5]	Missing [14]	Peripheral [10]	Intended [7]
Investment Strategy	Random [16]	Strategic Goals [4]	Operational Goals [10]	Something Else [6]
Sponsorship	Accountable [8]	Nominal [13]	Absent [12]	Responsible [6]
Project Management	Delivering Change [6]	Time/Cost/Quality [16]	ROI Hypothesis [9]	Delivering Value [8]
Impact on Operating Costs	Important [4]	Ignored [9]	Interesting [13]	Critical [16]
Behavior Towards Projects	Controlling [3]	Influencing [12]	Undermining [5]	Not Interested [13]

**“A strategy is a pattern of behavior”**  
(Not a document or an aspiration)

- Henry Mintzberg

# Investment portfolio diagram



# Generated project/value (smartie) matrices

Smarties matrix	<a href="#">3D printing locally</a>	<a href="#">Handle Big Data</a>	<a href="#">Lean</a>	<a href="#">New GPS in trucks</a>	<a href="#">New management system</a>	<a href="#">Use drones for material transportation</a>	<a href="#">Working from home enabled</a>
<a href="#">Brands</a>						Primary Contribution Min. Value: Max. Value: Date:	
<a href="#">Business continuity</a>	Contributes	Contributes					
<a href="#">Compliance</a>					Contributes		
<a href="#">Costs</a>	Contributes	Contributes		Contributes			Contributes
<a href="#">Customer loyalty</a>			Contributes				
<a href="#">Employee</a>			Contributes	Primary Contribution Min. Value: 1.000.000 Max. Value: 1.500.000 Date:	Contributes		Primary Contribution Min. Value: 25000 Max. Value: 35000 Date: 2015 09 15
<a href="#">Enterprise Architecture</a>	Contributes	Contributes			Primary Contribution Min. Value: 3.000.000 Max. Value: 5.000.000 Date: 2016 12 31		
<a href="#">Innovation</a>		Primary Contribution Min. Value: Max. Value: Date:	Contributes			Contributes	
<a href="#">Productivity</a>	Primary Contribution Min. Value: 10.000.000 Max. Value: 25.000.000 Date:		Primary Contribution Min. Value: 1.000.000 Max. Value: 2.500.000 Date:	Contributes	Contributes	Contributes	Contributes
<a href="#">Revenue</a>	Contributes	Contributes					



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# Job of the IMO

## Investor's Perspective (Outcome)



## Implementer's Perspective (Output)

# For those interested in more



- FruITion
- DefrICTion
- RecrEAtion
- Courses delivered by QualiWare