Extending Enterprise Architecture to enable Business Transformation

Louise Harris

SToS Consulting Inc.

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

© 2015 STOS Consulting Inc.

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

© 2015 STOS Consulting Inc.

The Statistics

Gartner on major IT investments

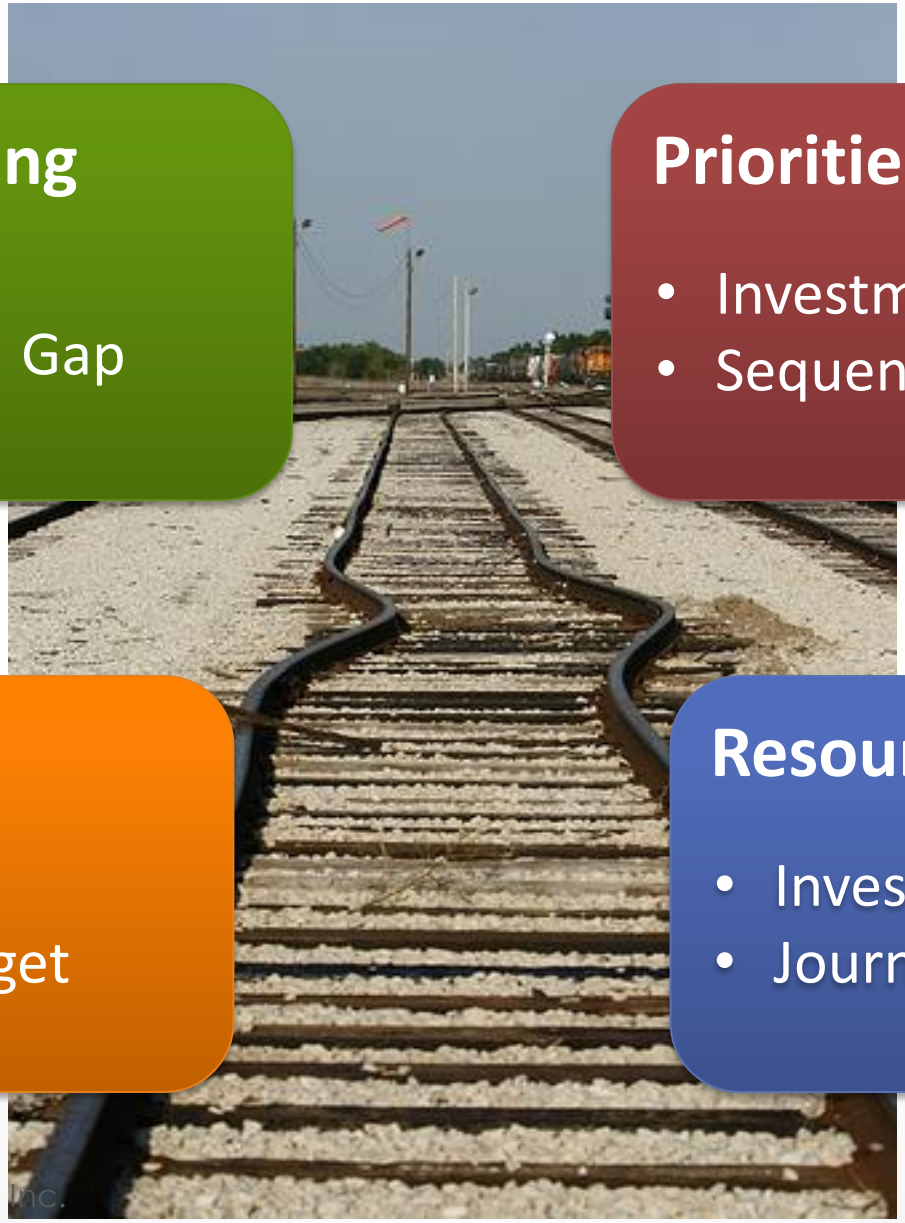
- **28%** abandoned before completion
- **46%** behind schedule or over budget
- **80%** not used as intended or not used at all after six months

© 2015 STOS Consulting Inc.

Some Key Reasons for Failure

© 2015 STOS Consulting Inc.

Misalignment



Understanding

- Target
- Gap
- Today

Priorities

- Investments
- Sequencing

Journey

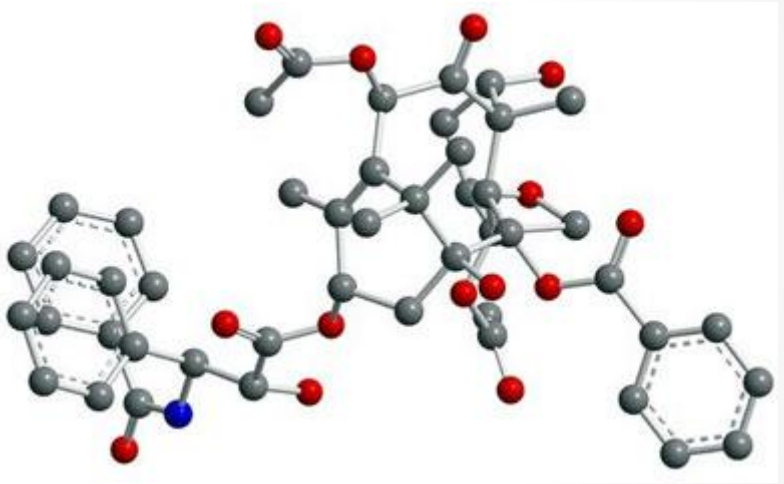
- Roadmap
- Staying on Target

Resources

- Investment Scope
- Journey Scope

© 2015 STOS Consulting Inc.

Complexity of Change



- Staying

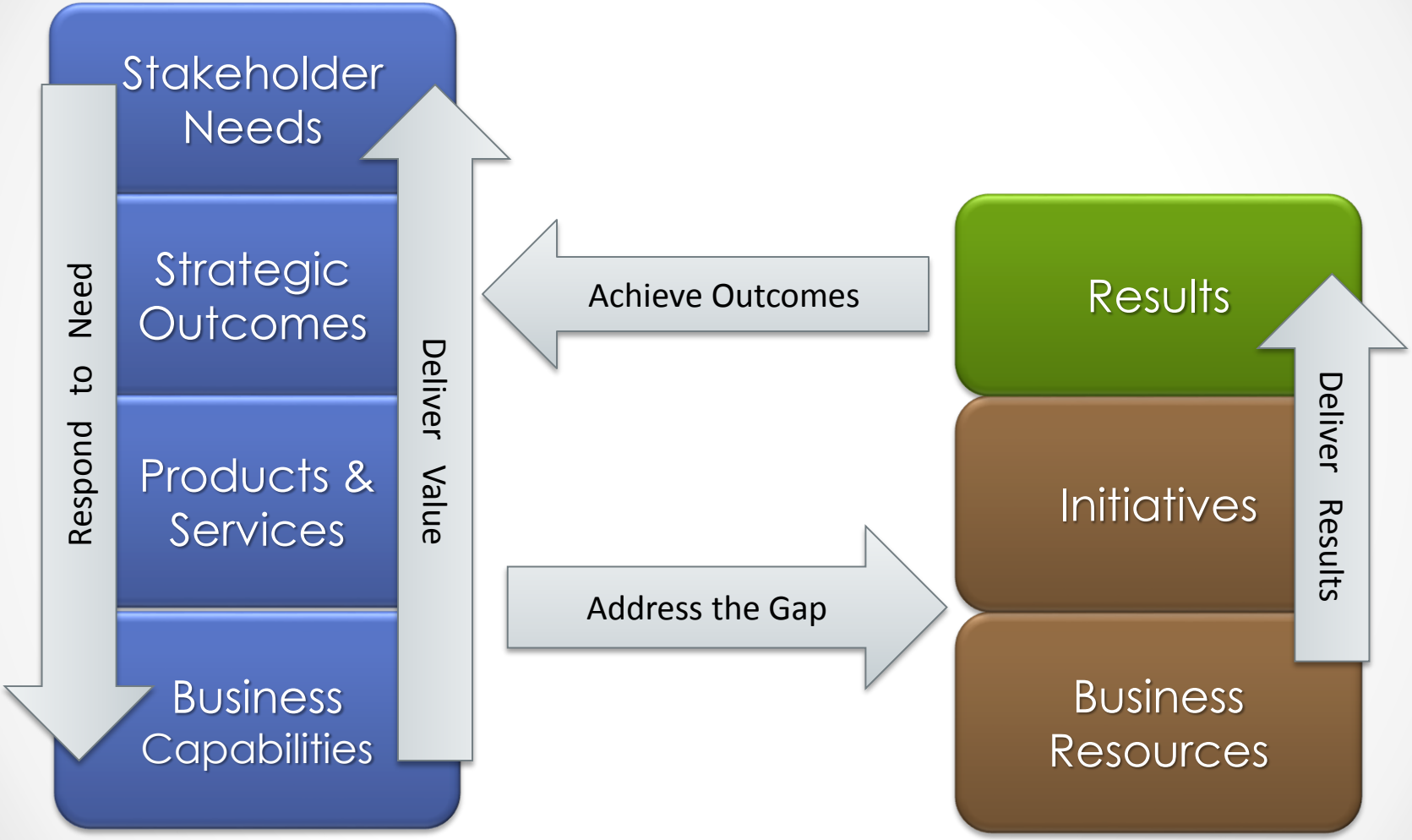
An Approach for Success

© 2015 STOS Consulting Inc.

Business Capability Alignment Wheel

© Louise Harris 2013.
All rights reserved.
© 2012 SToS Consulting Inc.

Business Change Architecture



© 2015 STOS Consulting Inc.

Stakeholder Needs Value Map

Children, Youth & their Families

- Accessible, responsive, effective service

Service Providers

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

Service Delivery Staff

- Standardized, understandable policy & guidance
- Accessible, efficient assessment & planning tools
- Intuitive, effective client/case information management

Management

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

Safety & Well Being

Healthy Family Relationships

Standardized Quality Service

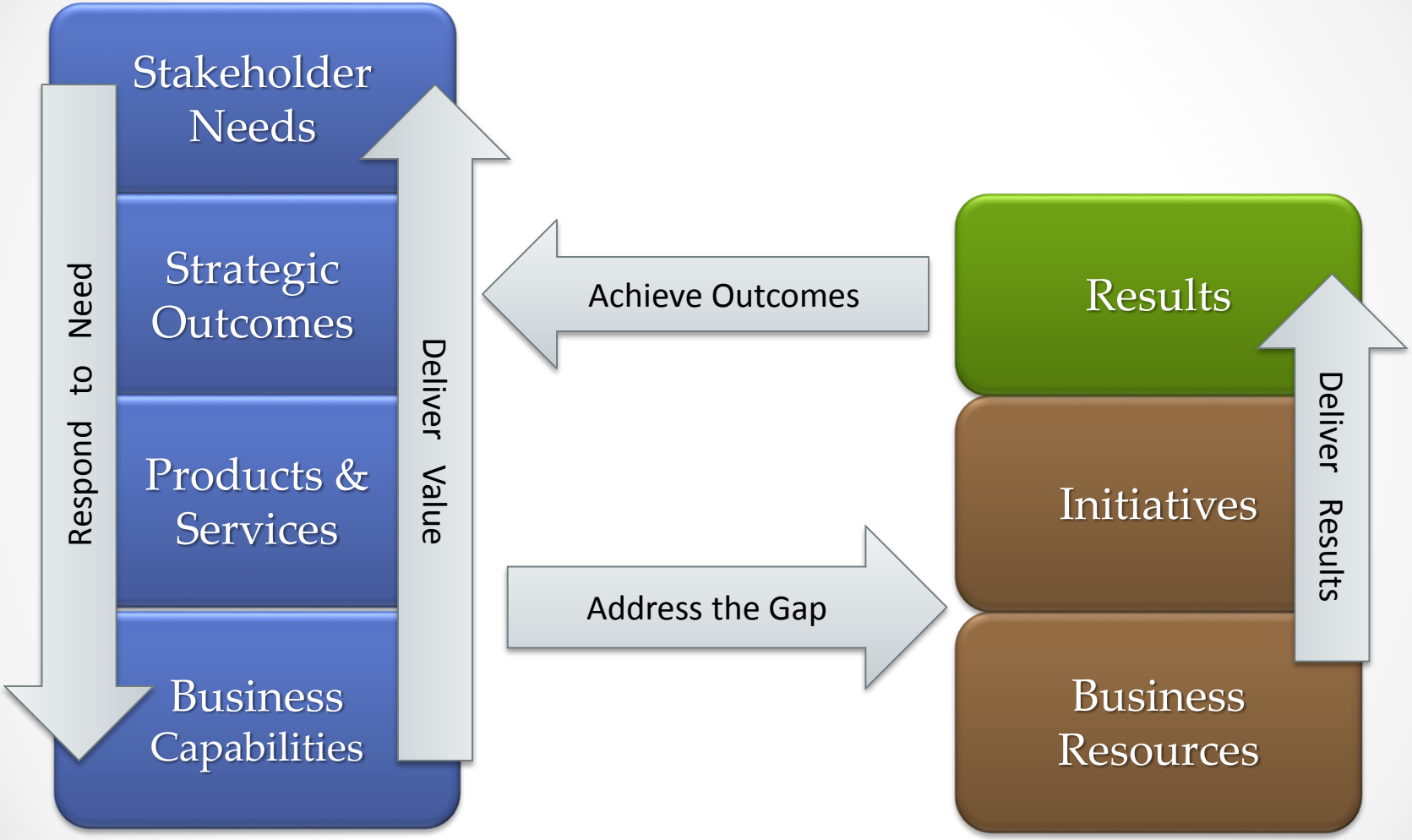
Consistent, Effective Case Decisions

Optimal Operations Performance

Relevant, Effective Policy

© 2015 STOS Consulting Inc.

Nail the Strategic Direction



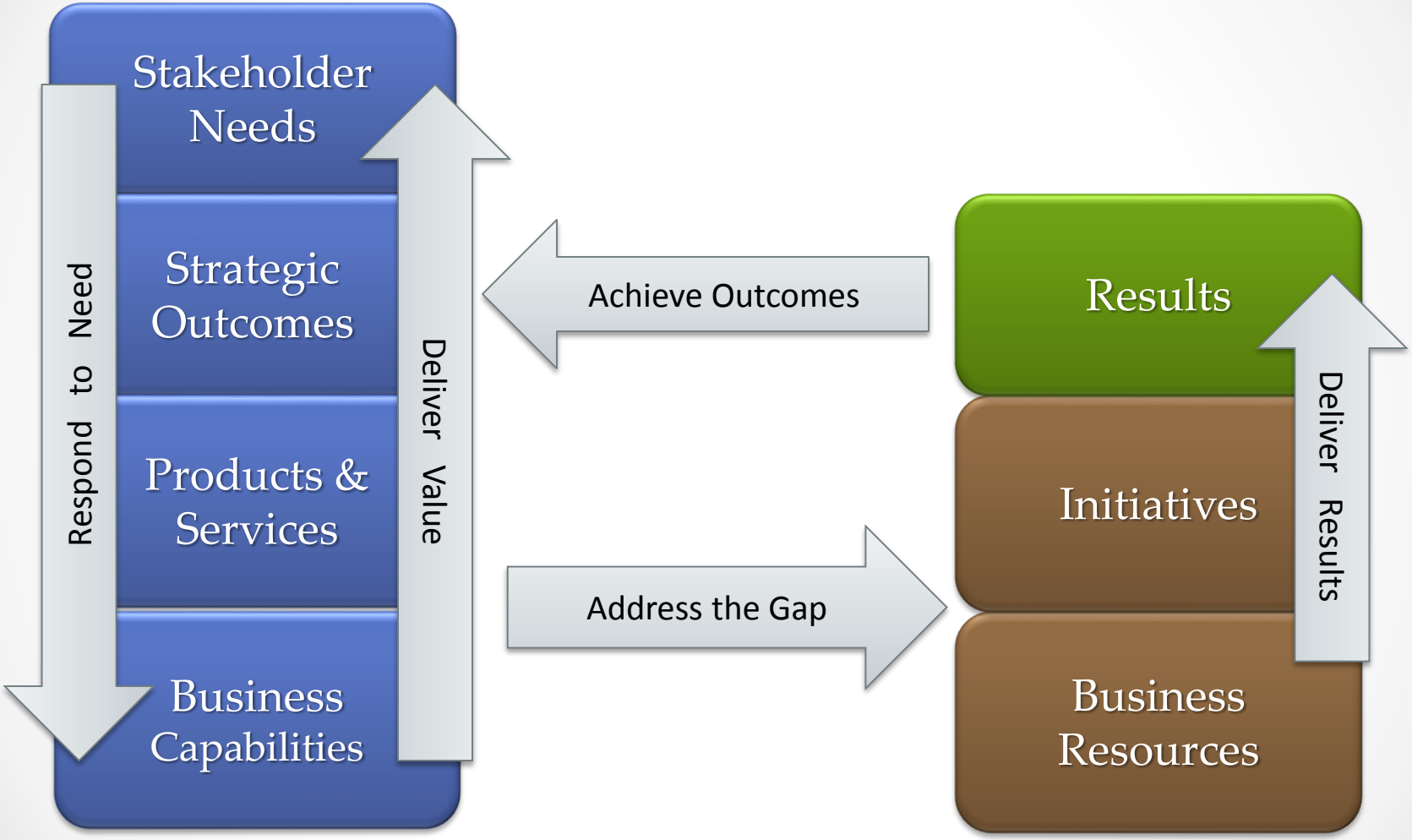
© 2015 STOS Consulting Inc.

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 specific and program policy decisions

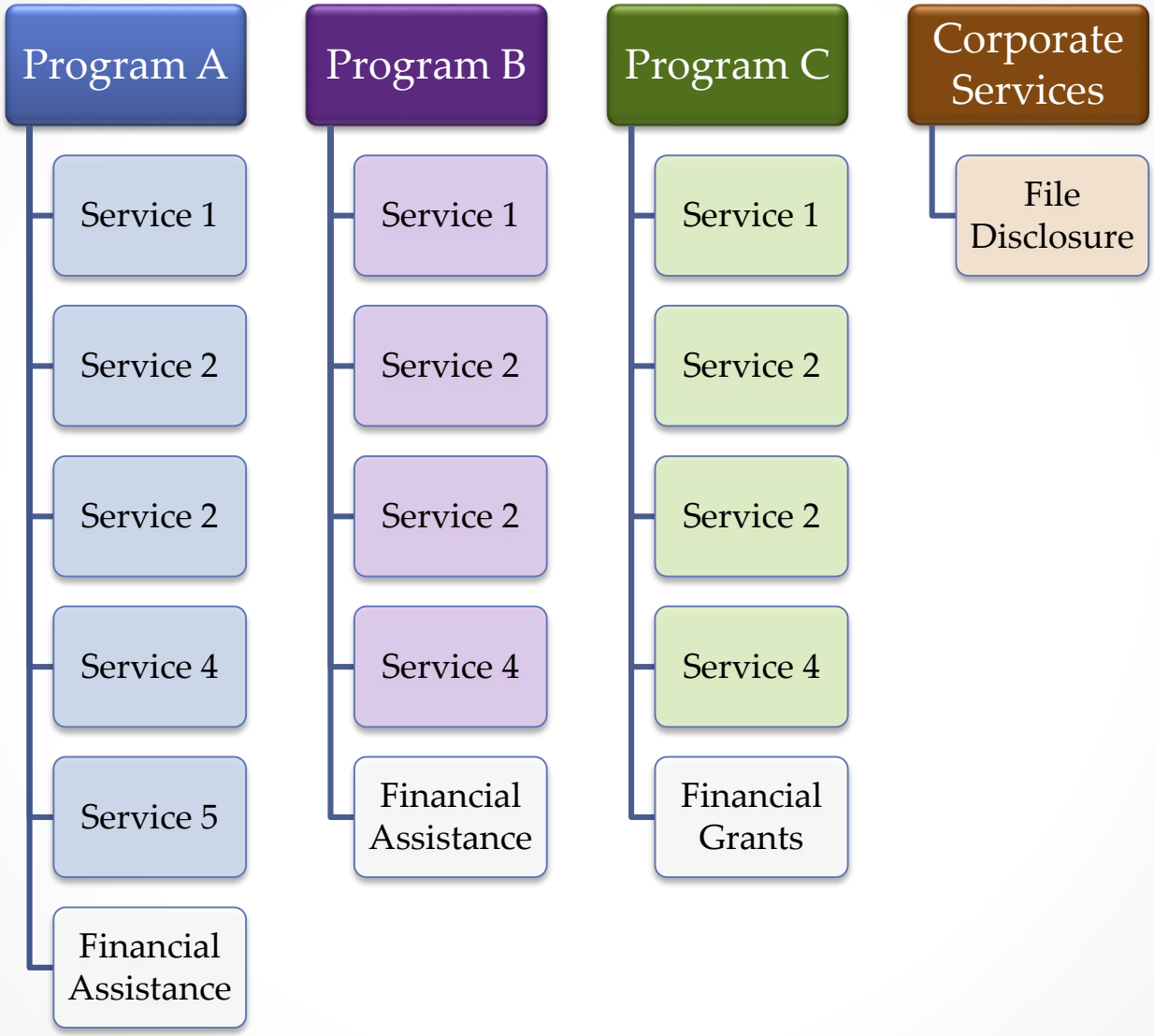
© 2015 STOS Consulting Inc.

Nail the Strategic Direction



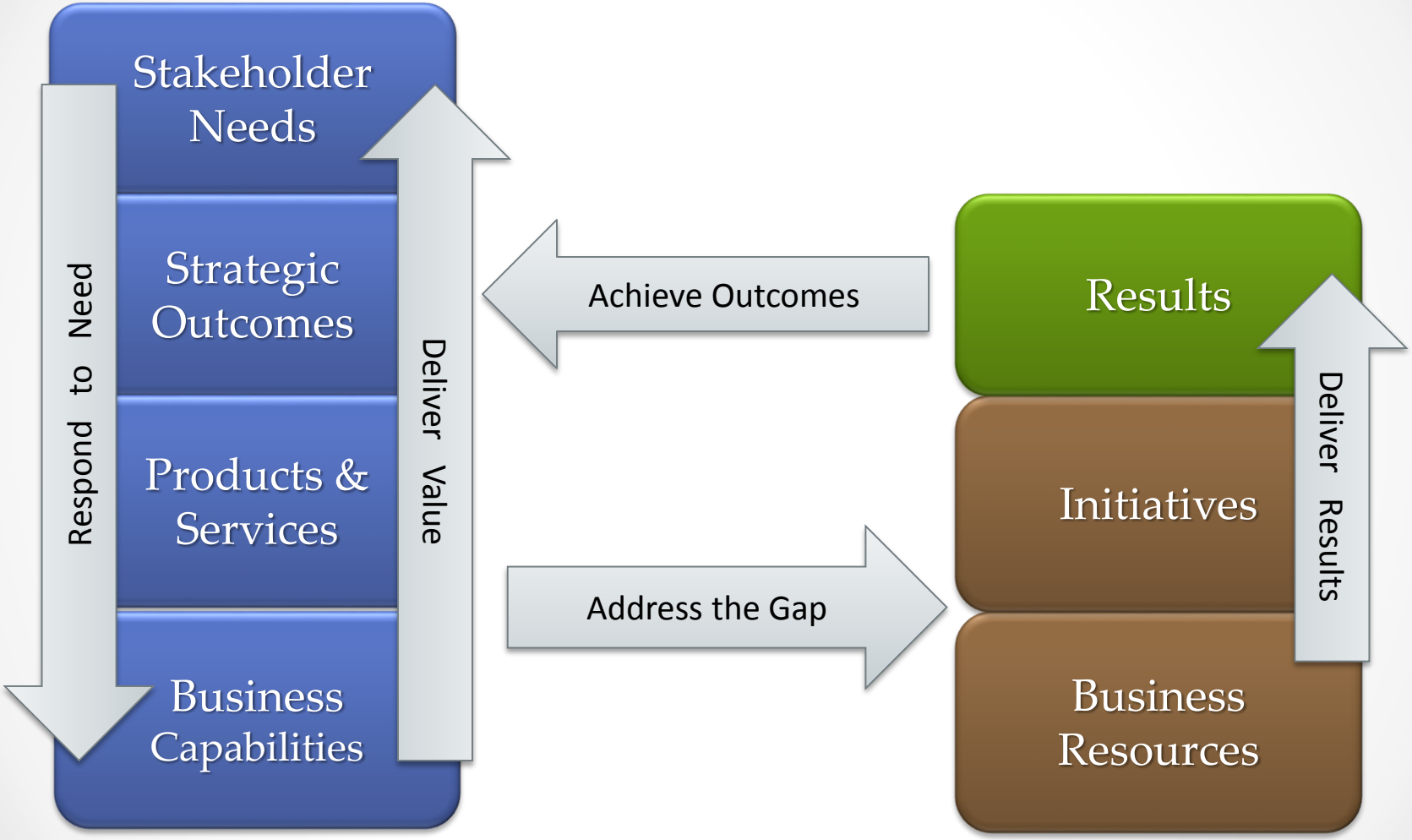
© 2015 STOS Consulting Inc.

Client Facing Programs & Services



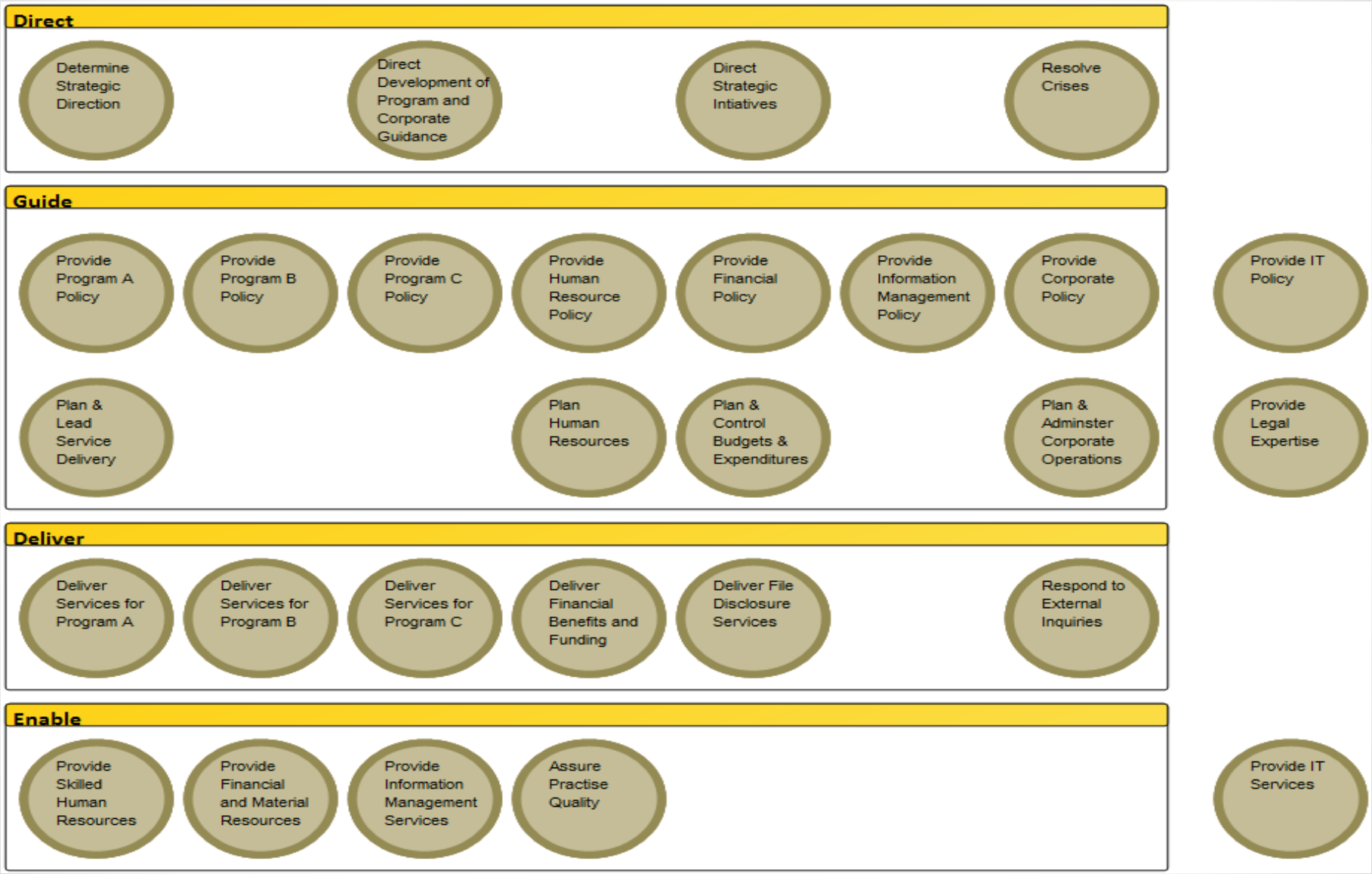
© 2015 STOS Consulting Inc.

Nail the Strategic Direction

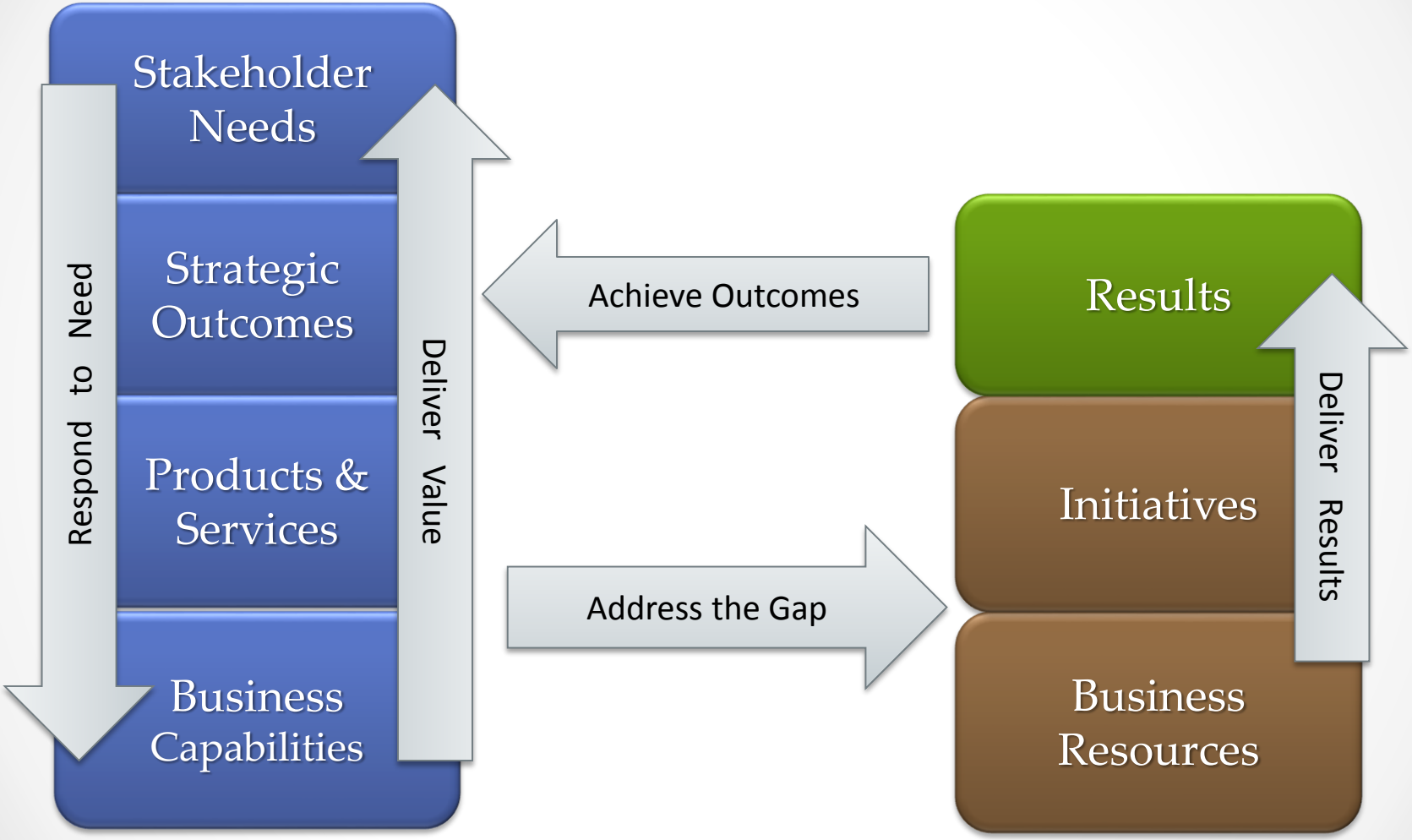


© 2015 STOS Consulting Inc.

Department Capabilities – Map

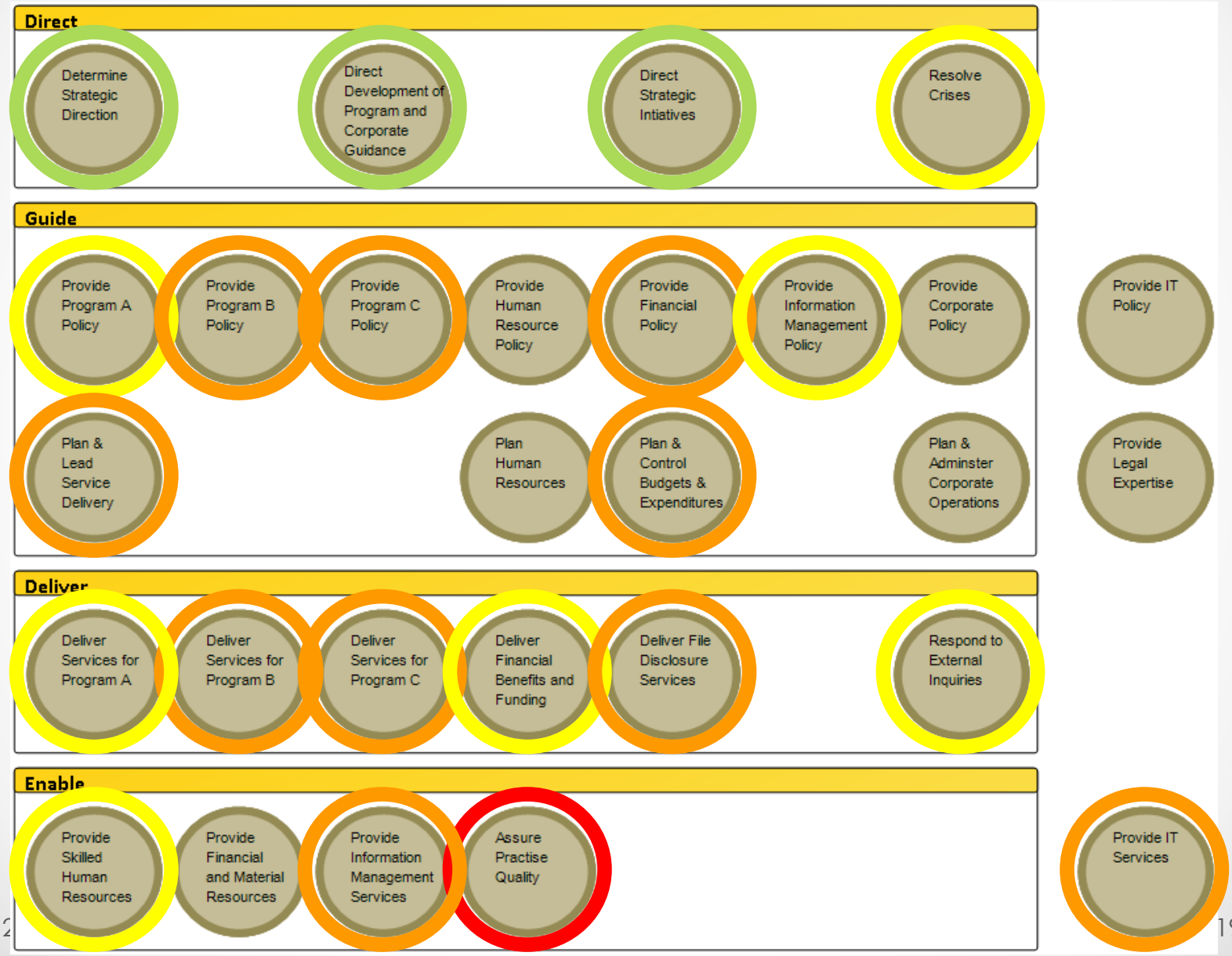


Build the Strategic Roadmap

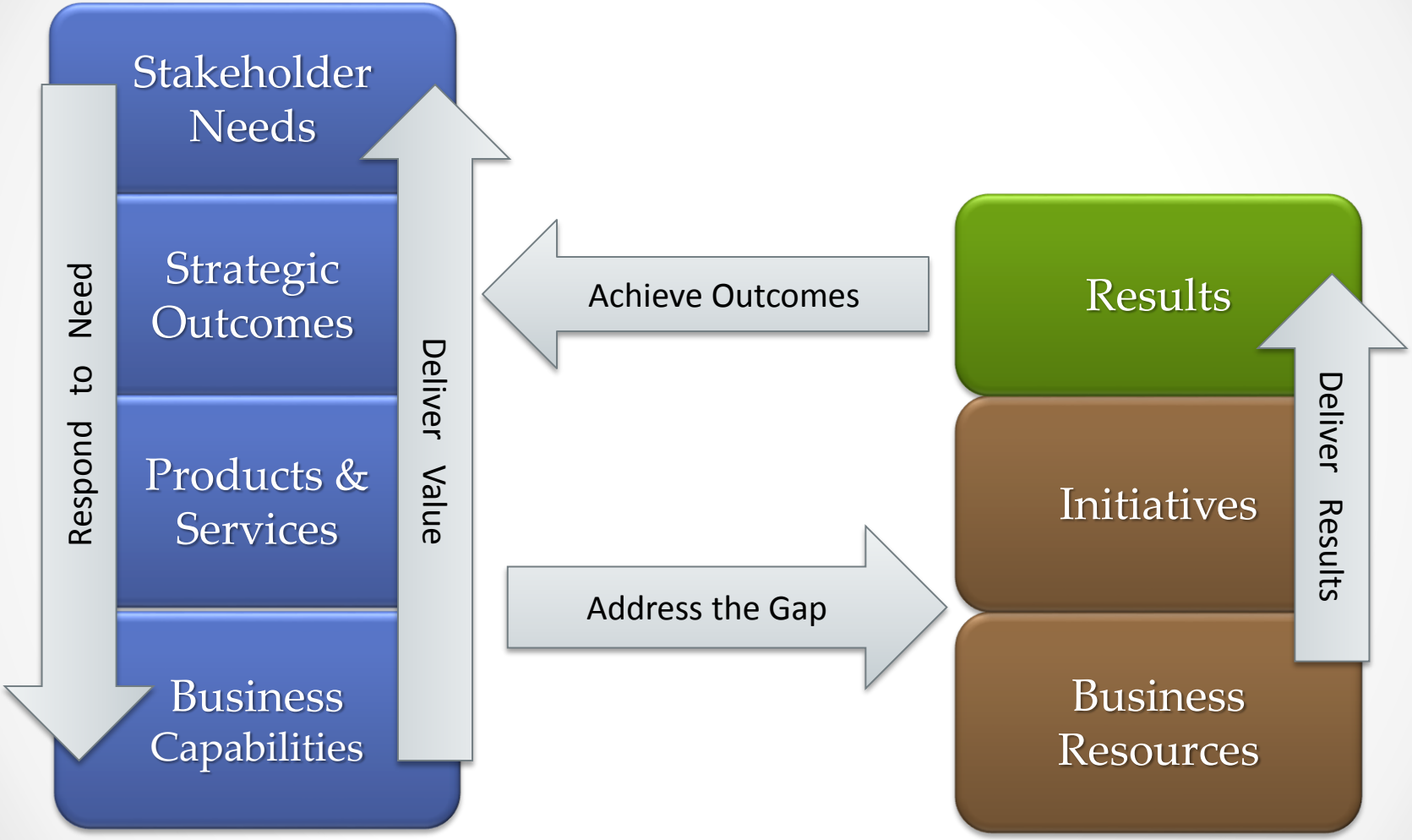


© 2015 STOS Consulting Inc.

Department Capabilities – Assess

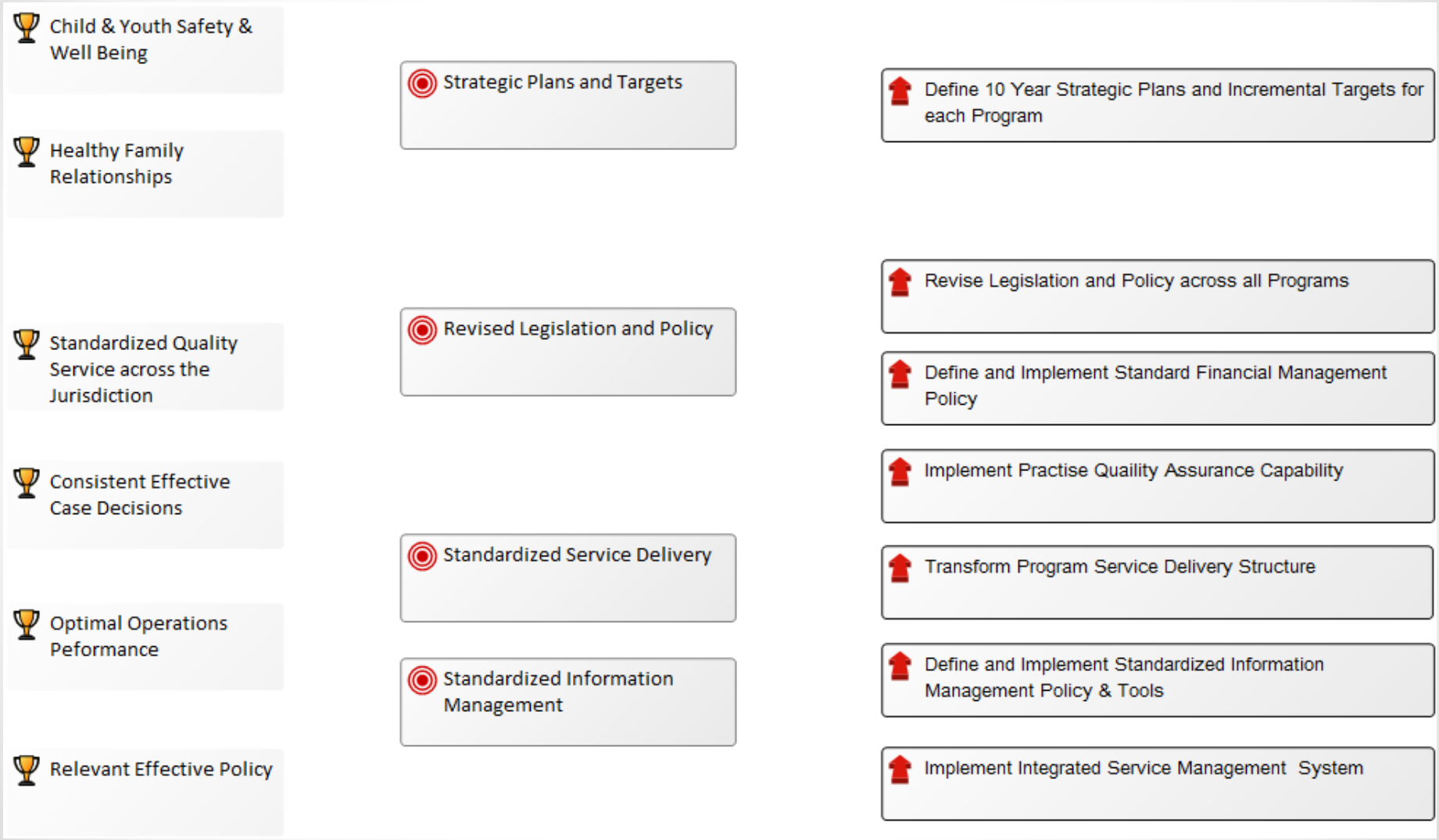


Build the Strategic Roadmap



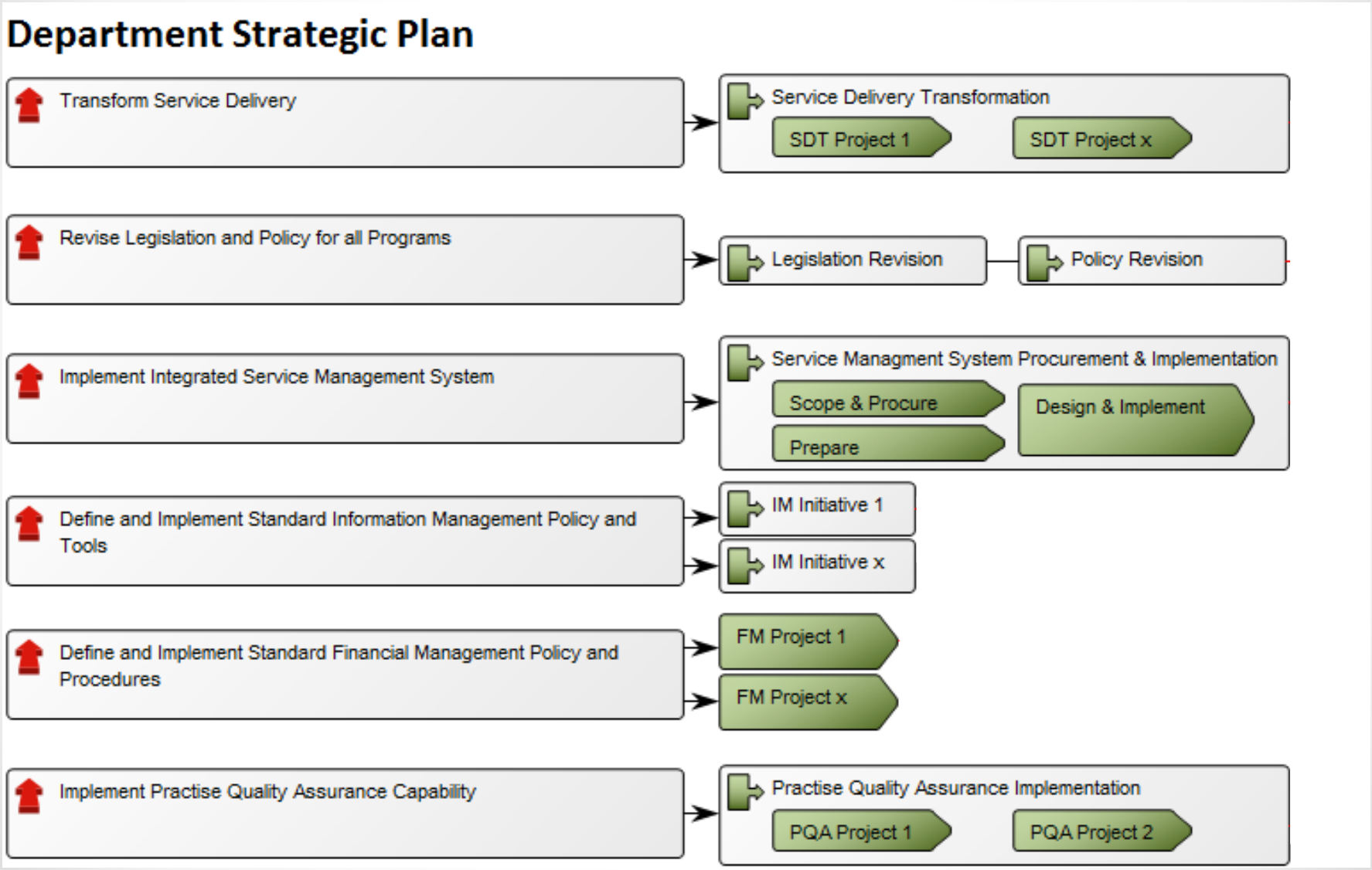
© 2015 STOS Consulting Inc.

Strategic Response to Gaps



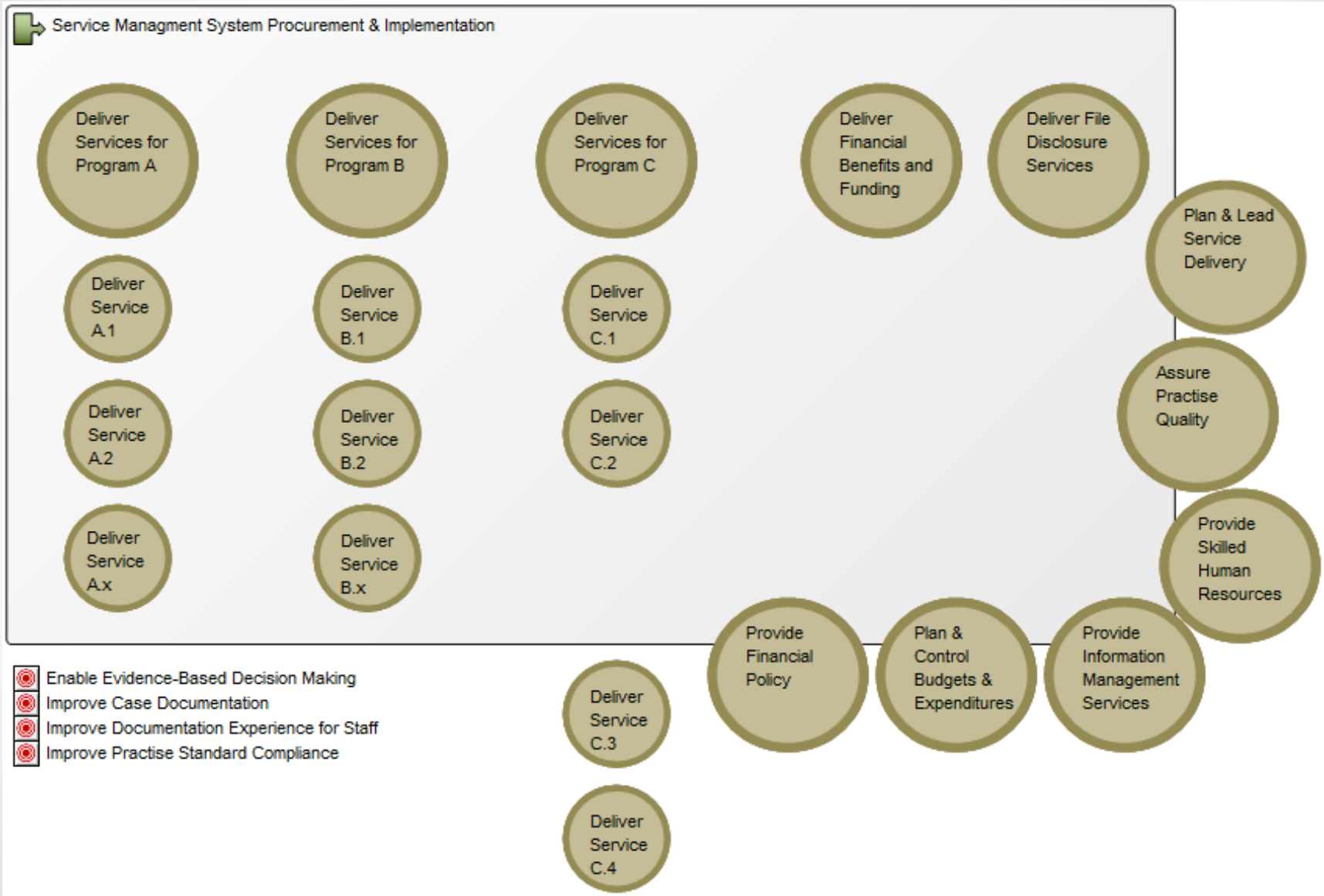
© 2015 STOS Consulting Inc.

Strategic Plan

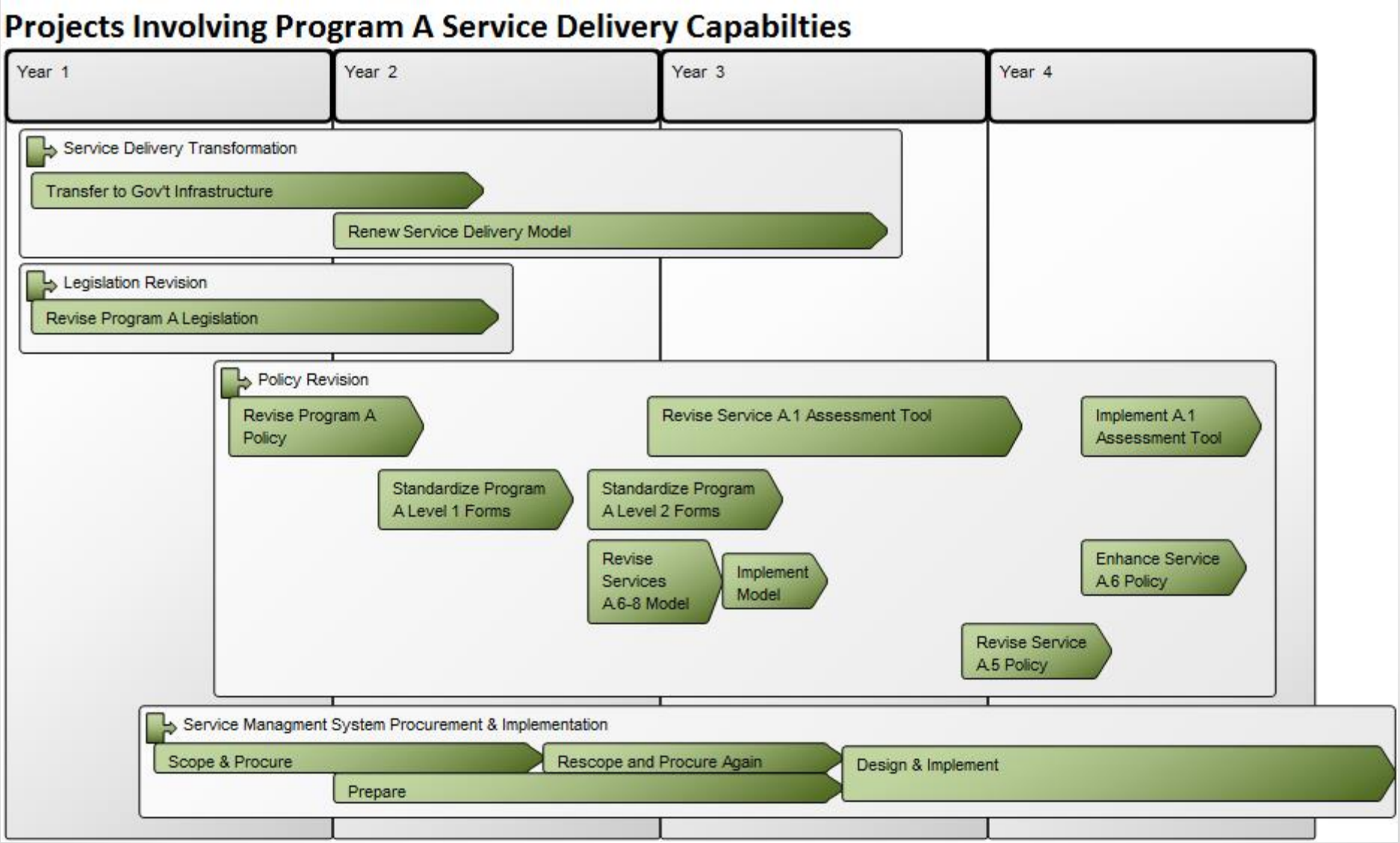


© 2015 STOS Consulting Inc.

Scope Initiative Business Capabilities

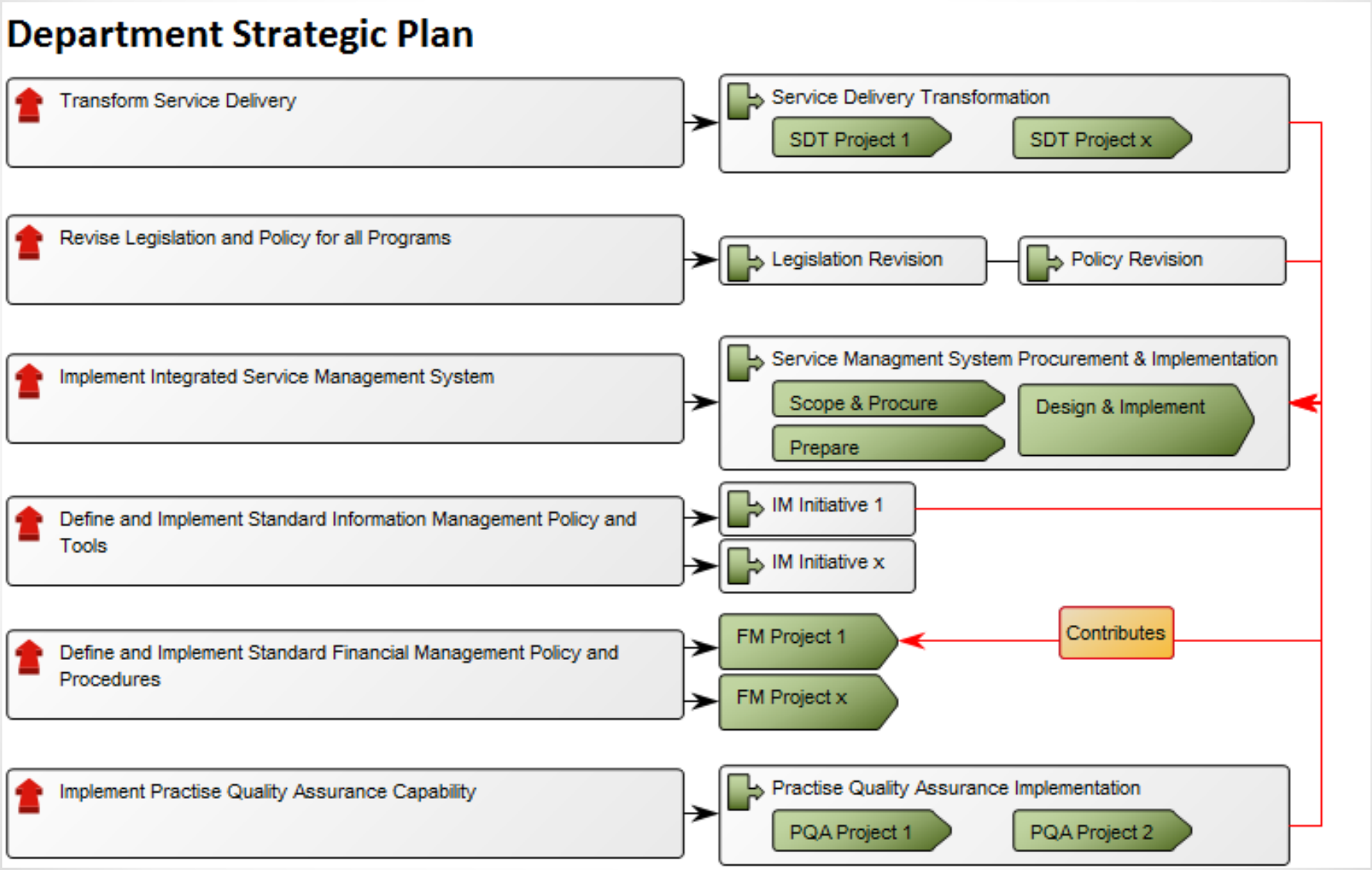


Map Business Capability Initiatives



© 2015 STOS Consulting Inc.

Identify Initiative Dependency Risks



© 2015 STOS Consulting Inc.

Business Capability Alignment Wheel

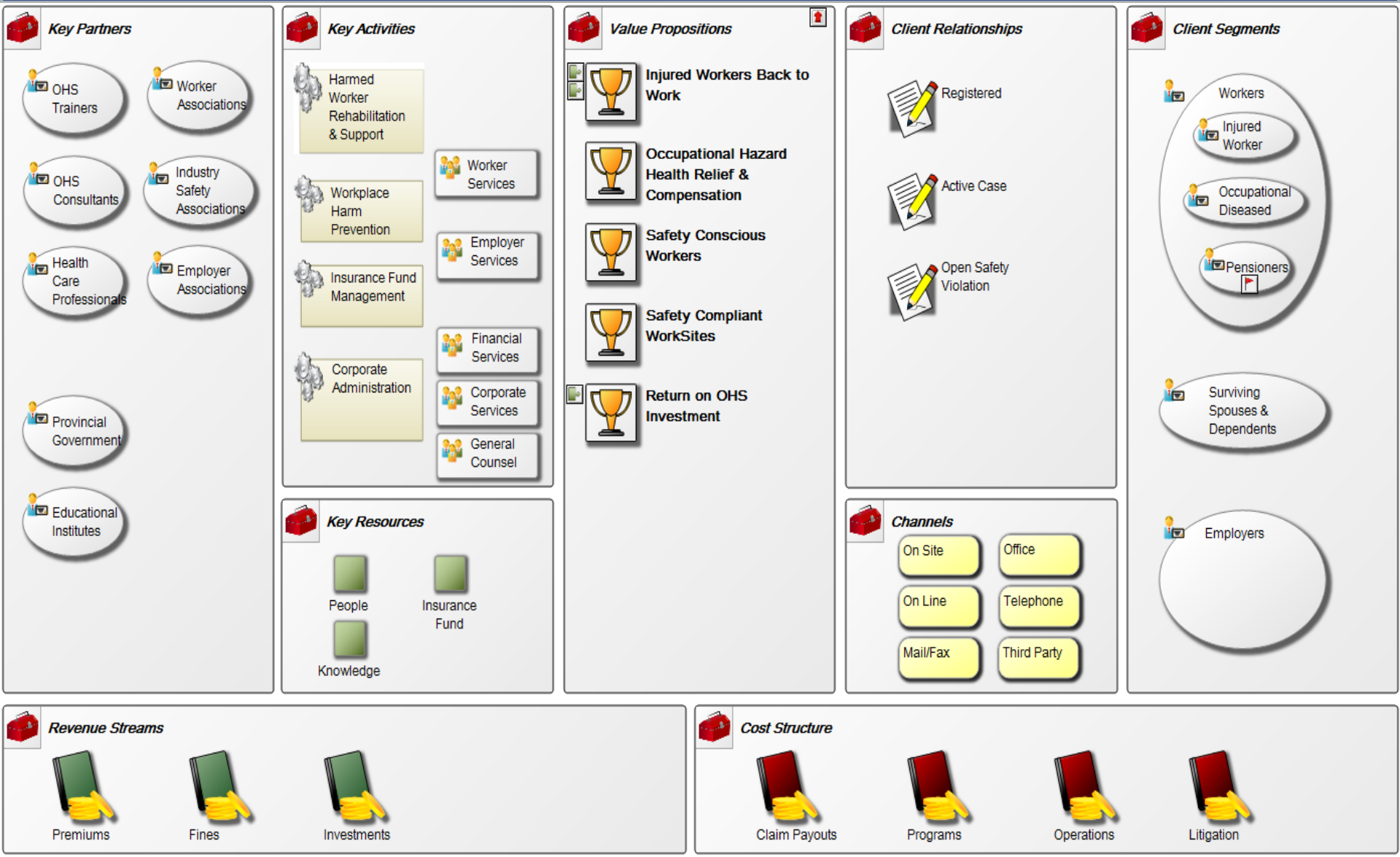
© Louise Harris 2013.
All rights reserved.
© 2012 SToS Consulting Inc.

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

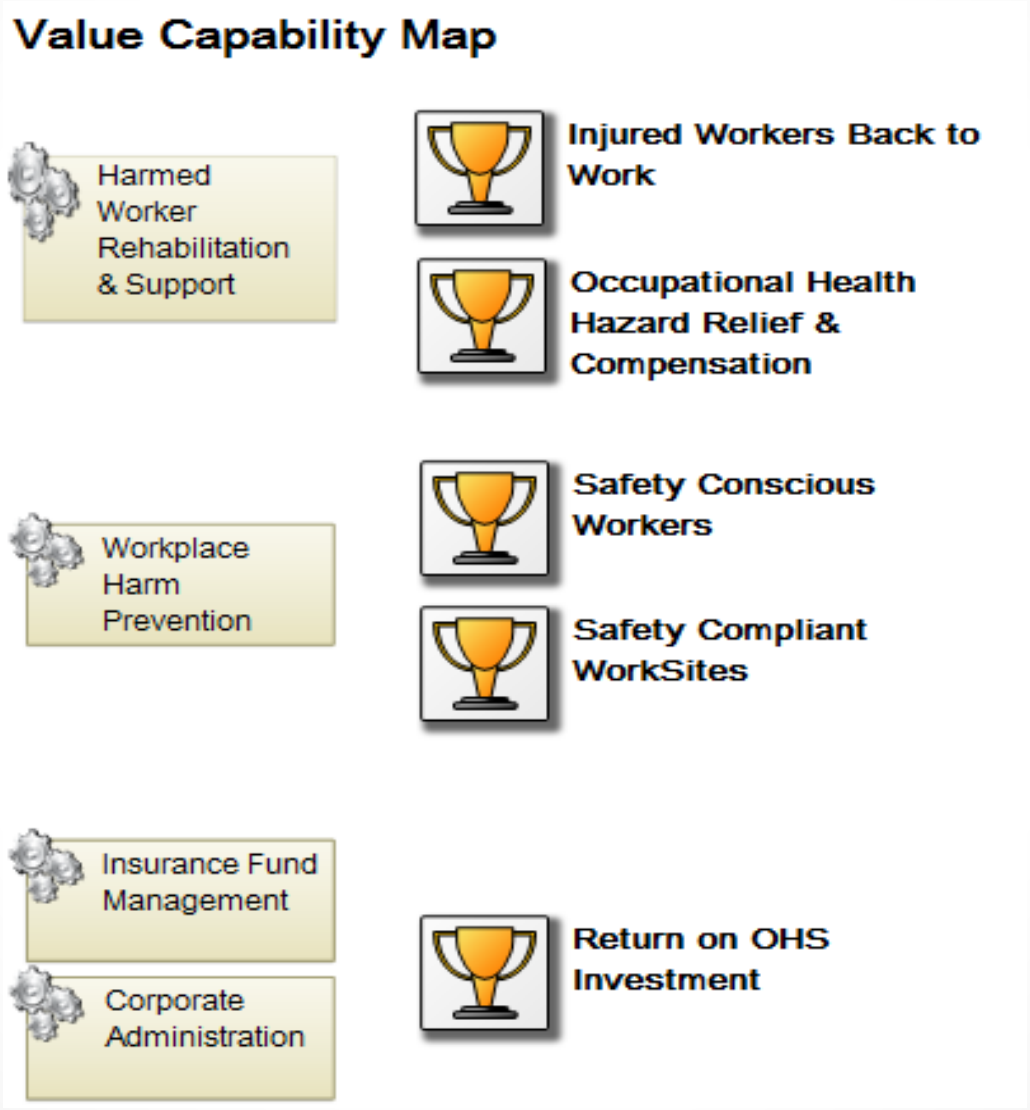
© 2012 STOS Consulting Inc.

Sample Strategic Business Model Canvas



Copyright Louise A Harris 2014. All rights reserved.

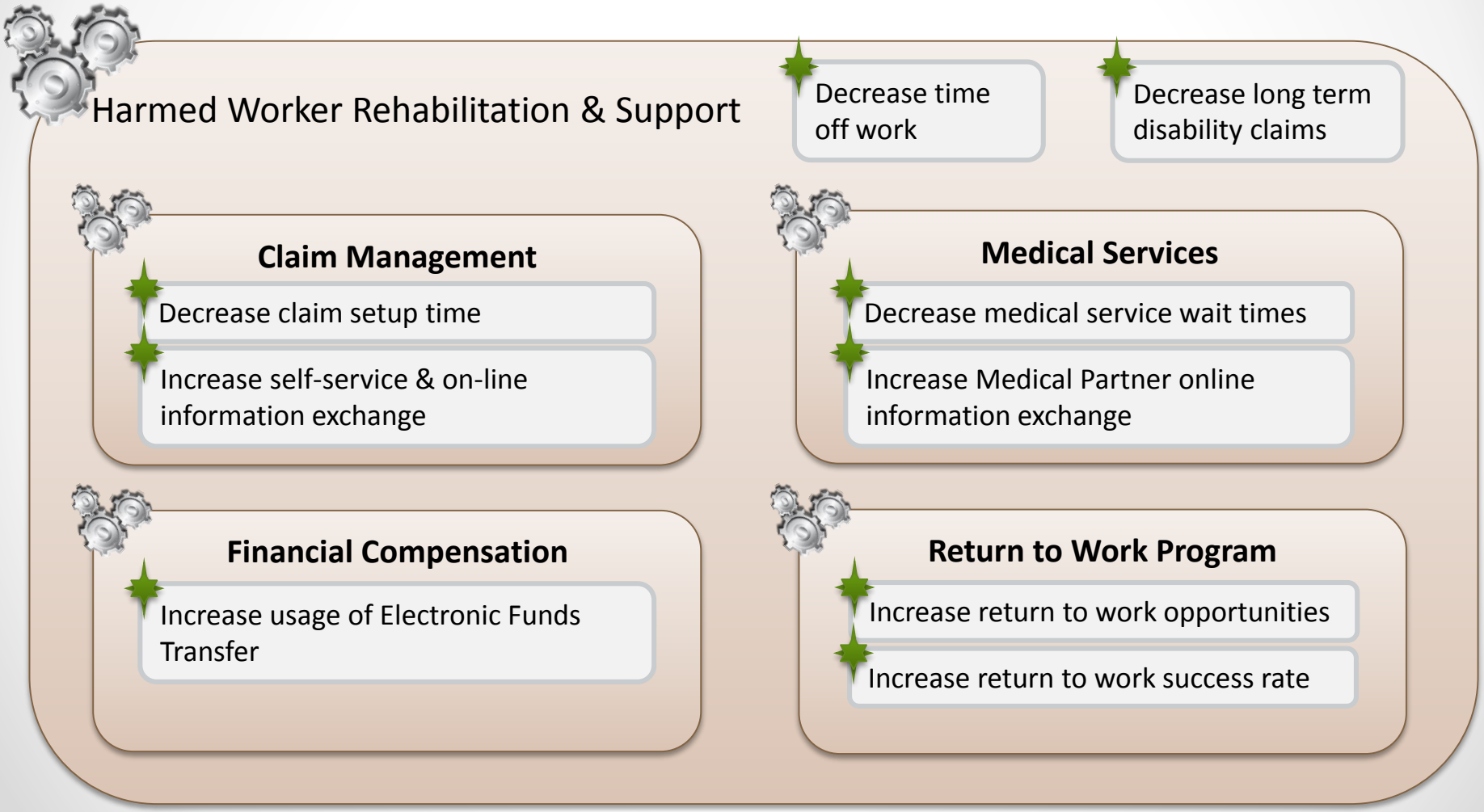
Value Capability Map Sample



© 2015 STOS Consulting Inc.

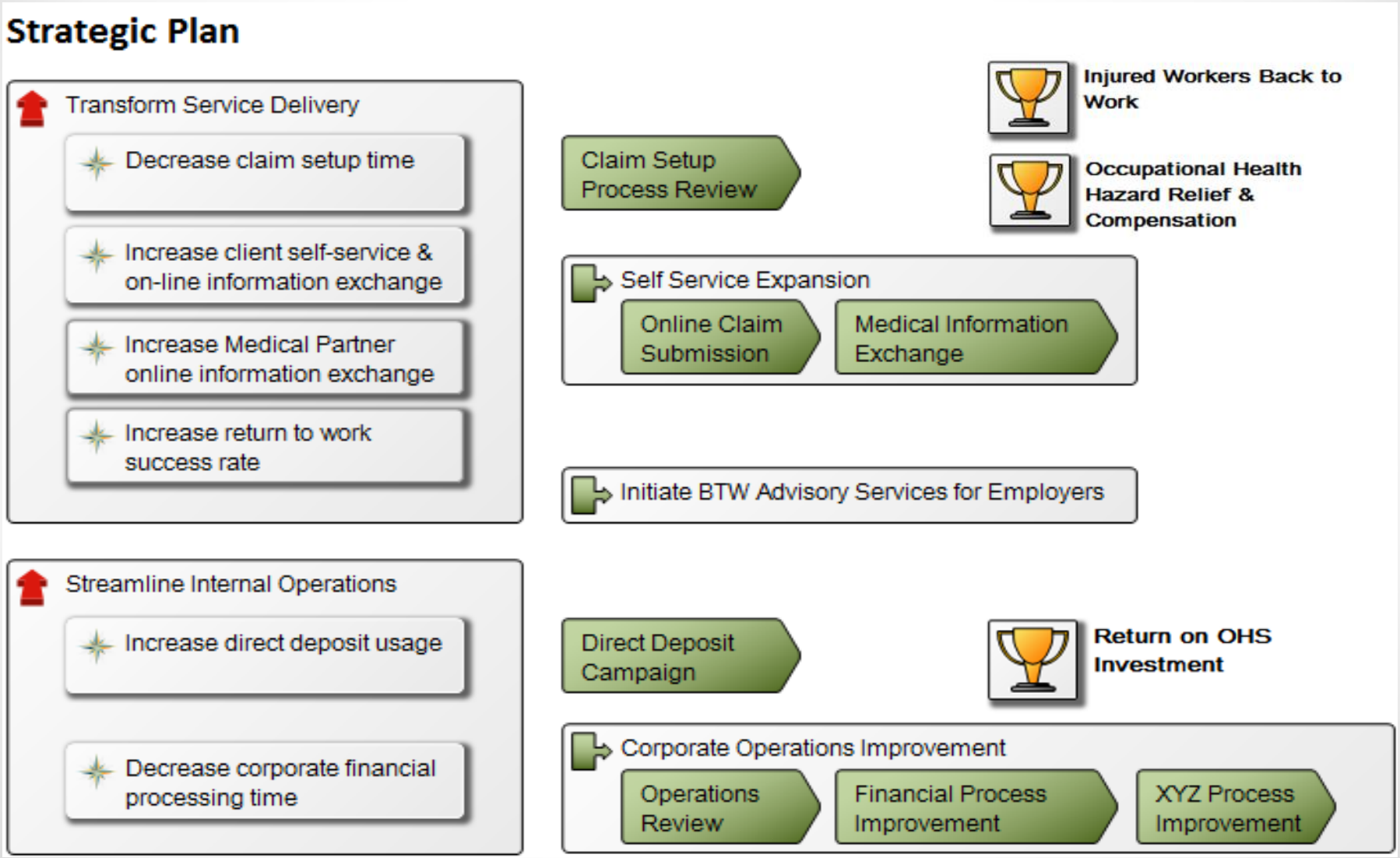
Capability Objectives Map Sample

Harmed Worker Rehabilitation & Support Capability Objectives Map



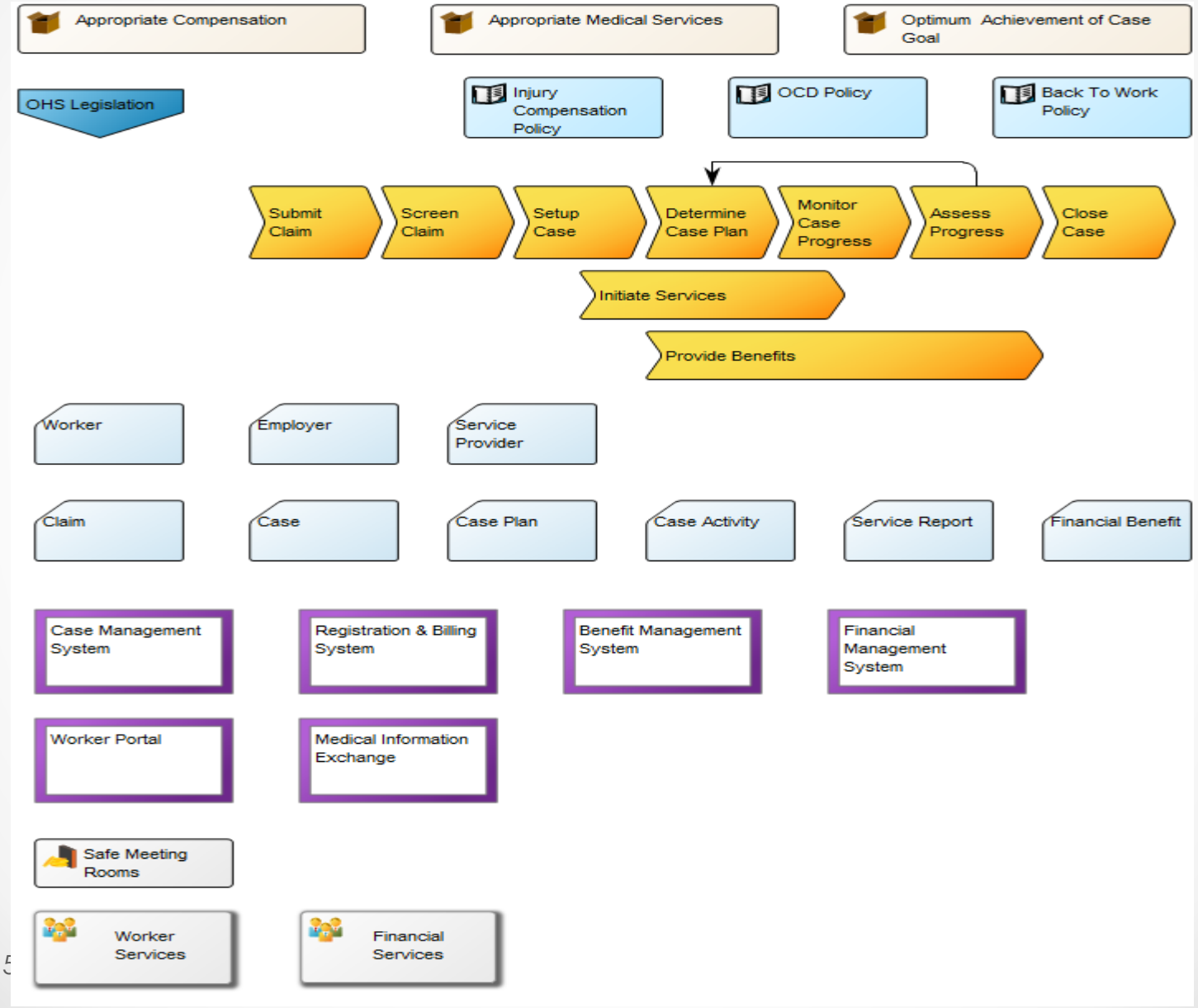
© 2015 STOS Consulting Inc.

Strategy Value Map Sample

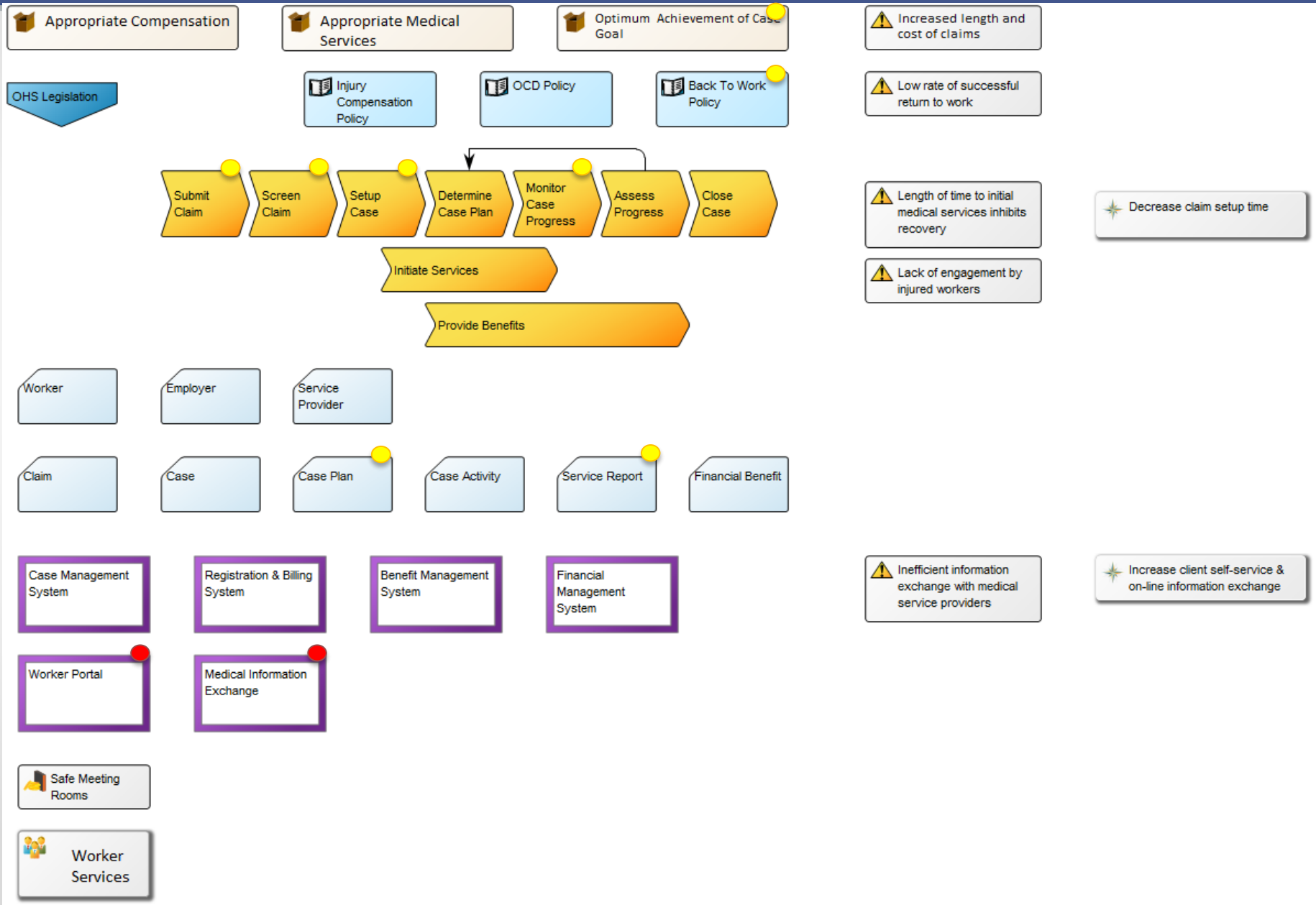


© 2015 STOS Consulting Inc.

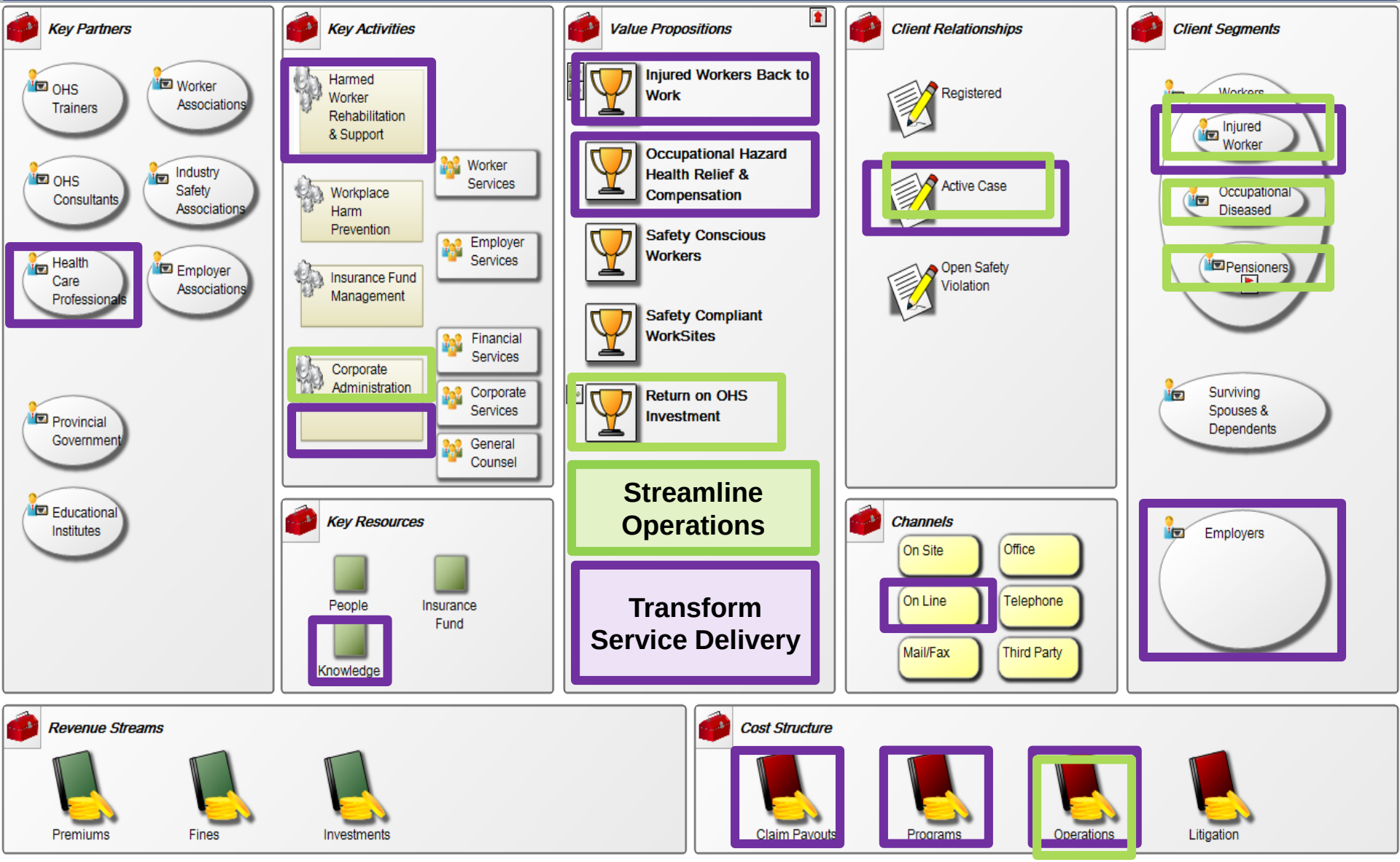
Capability Landscape



Capability

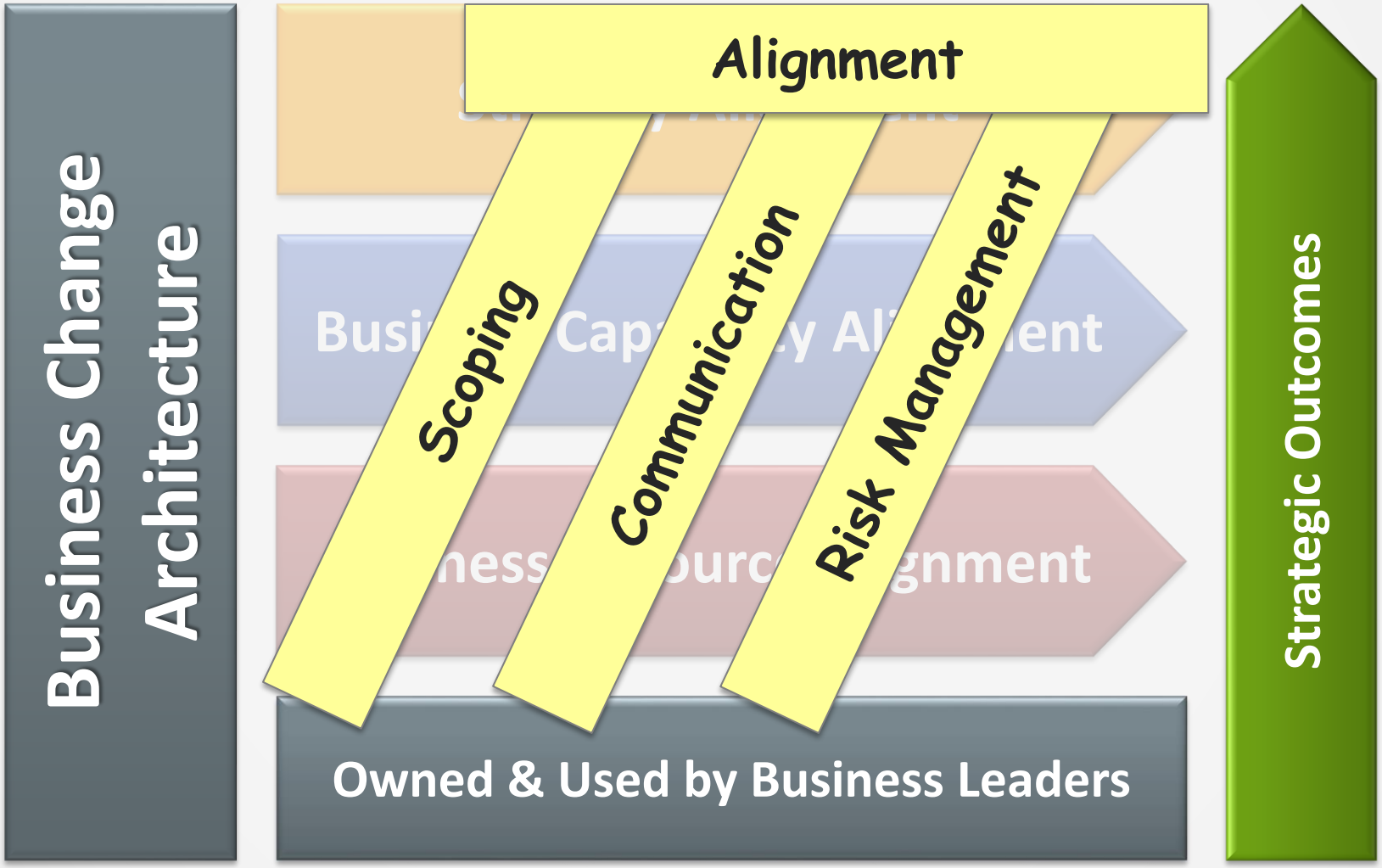

Appropriate Compensation
Appropriate Medical Services
Optimum Achievement of Case Goal
Increased length and cost of claims
OHS Legislation
Injury Compensation Policy
OCD Policy
Back To Work Policy
Low rate of successful return to work
Submit Claim
Screen Claim
Setup Case
Determine Case Plan
Monitor Case Progress
Assess Progress
Close Case
Length of time to initial medical services inhibits recovery
Decrease claim setup time
Initiate Services
Lack of engagement by injured workers
Provide Benefits
Worker
Employer
Service Provider
Claim
Case
Case Plan
Case Activity
Service Report
Financial Benefit
Case Management System
Registration & Billing System
Benefit Management System
Financial Management System
Inefficient information exchange with medical service providers
Increase client self-service & on-line information exchange
Worker Portal
Medical Information Exchange
Safe Meeting Rooms
Worker Services

Strategic Initiative Business Model Canvas Map



Copyright Louise A Harris 2014. All rights reserved.

What can you take away?



Thank You

Email: Louise.Harris@stos.ca

Web: business-capability-alignment.com

Twitter: Louise_A_Harris

LinkedIn: www.linkedin.com/in/louiseaharris

Cell: +1 709.765.4161

© 2015 STOS Consulting Inc.