

**Enterprise**

**Design**

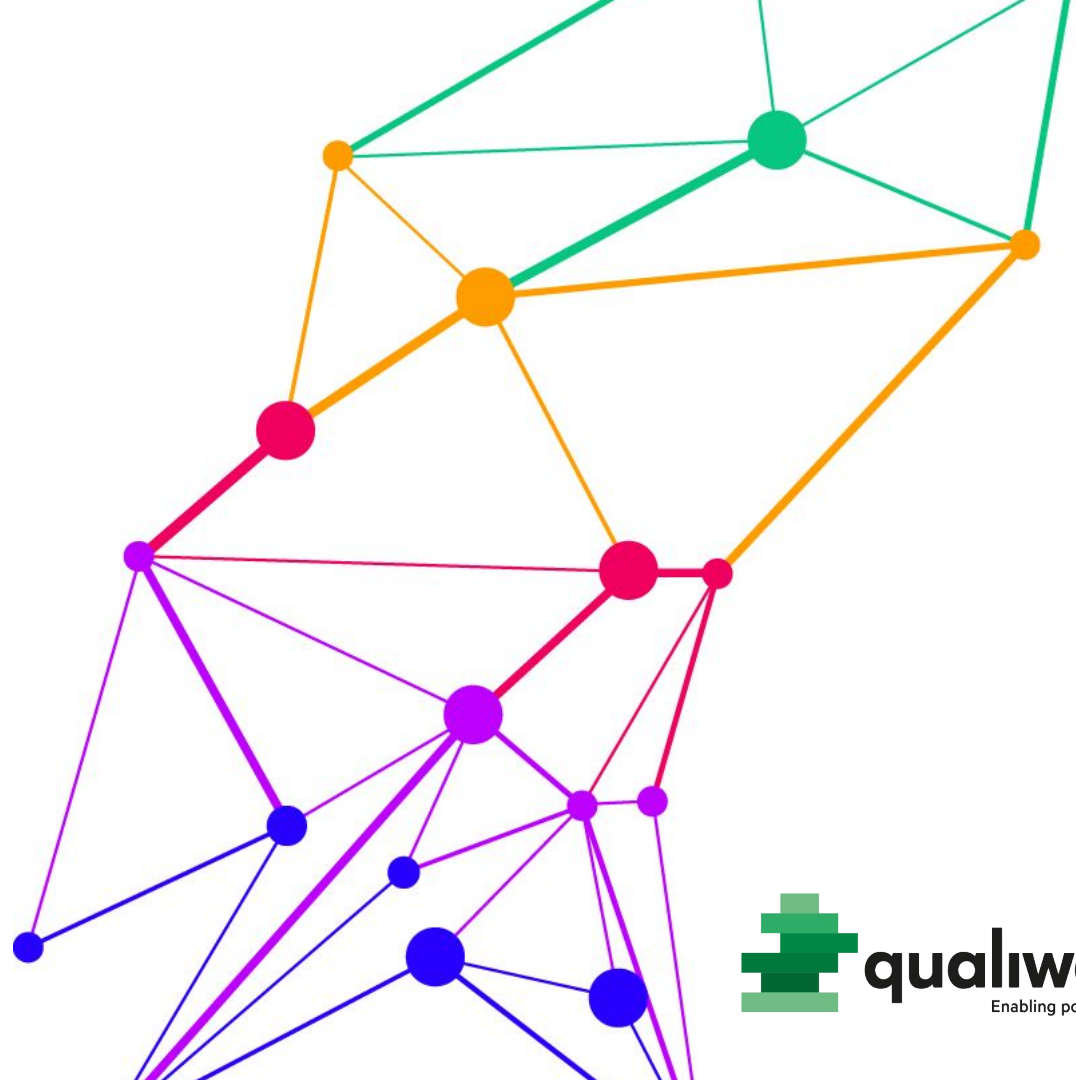
**Associates**

-----  
**Enterprise Design  
Seminar**

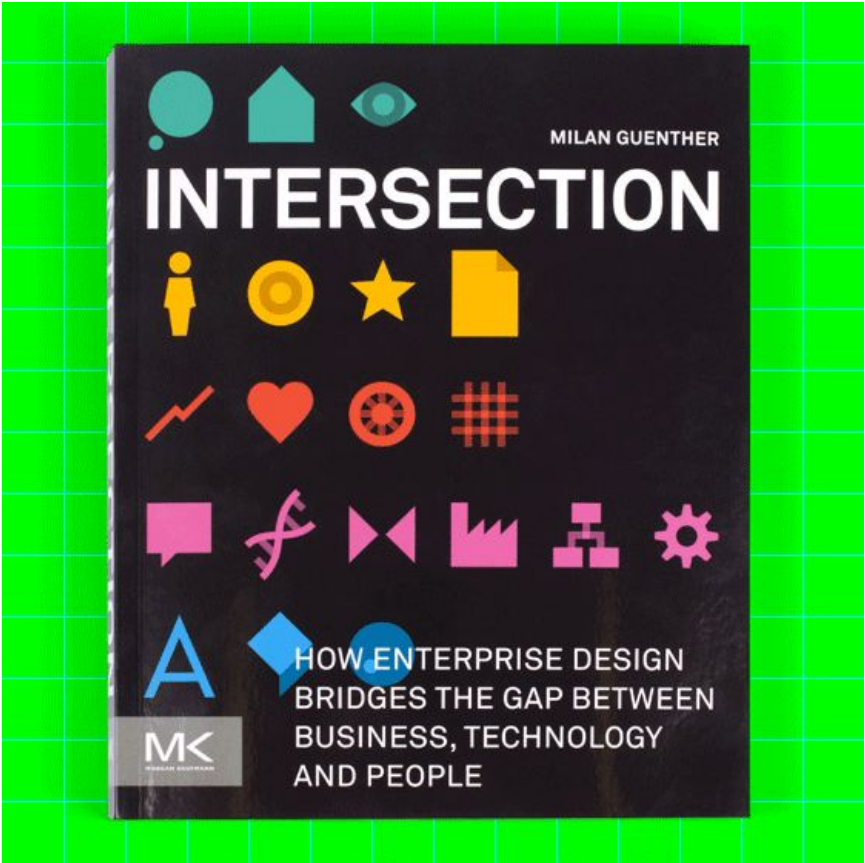
**Milan Guenther**  
Partner, EDA

**Enterprise Design  
Associates**

**@ent\_des**



Intersection book  
2012

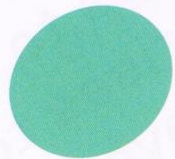


# Enterprise Design Framework

88 \_ PART 2

## FRAMEWORK OVERVIEW

BIG PICTURE



IDENTITY



ARCHITECTURE



EXPERIENCE



CONTENT



SERVICES



TOUCHPOINTS



ACTORS

ANATOMY



FUNCTION



STRUCTURE



-----  
**Enterprise Design  
Stack**

Big Picture

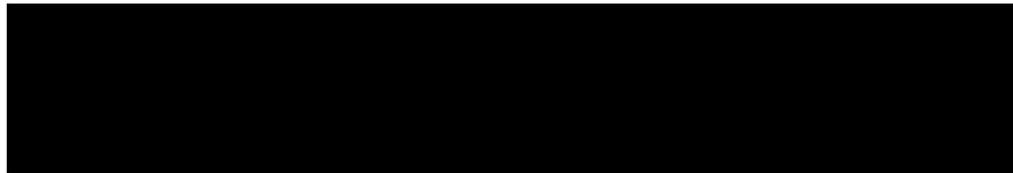
Anatomy

Frames

Design Space

Rendering

**Bridging the gap**





**Enterprise**

**Design**



**Associates**

---

**Core Team +**  
**Partner Network**





X18 very likely in Prague in Summer!

The Leading Conference On  
Strategic Enterprise Design

X17 — Enterprise Rebels



# INTERSECTION 17

CONFERENCE

BARCELONA, SEPTEMBER 7-8, 2017

# Content, experts, methods, cases, visibility

INTERSECTION - YouTube

https://www.youtube.com/channel/UCluyukMcDrPIJHrHCaR694A/videos

Search

Home  
My Channel  
Trending  
Subscriptions  
History  
Watch Later

SUBSCRIPTIONS

Add channels

Popular on YouTube  
Music  
Sports  
Gaming

Browse channels

Upload

27:42 - A new service to tackle youth unemployment in Denmark / ... 25 views • 2 months ago

43:13 Connecting EA, Business Architecture, and Design at IB... 47 views • 2 months ago

36:41 Shaping a new, digital, and participatory era of energy / Ch... 11 views • 2 months ago

49:48 Multi-platform search for Orange entertainment services / Natac... 29 views • 2 months ago

29:03 Learning to Innovate / Johannes Stock, Spreadshirt / ... 25 views • 2 months ago

29:05 X16 Conference Welcome / John Getze, ITU + Milan Guenther... 43 views • 2 months ago

49:50 Service design at scale: Designing for impact / Oil Sha... 38 views • 2 months ago

39:14 Transformation of an airline operations model at Transavia ... 26 views • 2 months ago

52:55 WATCHED Digital Process Management / Neal Oswald, Waniiah Advisors... 26 views • 2 months ago

53:11 Bridging EA and BA with lean startup and innovation... 14 views • 2 months ago

30:04 WATCHED JK Notify Redesigning Government for the 21st Century / Louise Downe... 99 views • 2 months ago

33:31 WATCHED Your Business Model The Art of Opportunity / Marc Sniukas / Intersection16 112 views • 2 months ago

44:48 Re-imagining Architecture: Strategic Design for Digital... 26 views • 2 months ago

28:28 Bridging Experience through Brand / Mike Atherton, Facebo... 26 views • 2 months ago

34:16 - Designing self-organising enterprises and viable systems... 23 views • 2 months ago

42:42 - Customer Journey maps as a tool for continuous improve... 36 views • 2 months ago

46:23 How Trivento realigned to intrapreneurship - Intersection... 47 views • 1 year ago

41:18 Projects as a lever for enterprise design / Niels Terkelsen / ... 52 views • 1 year ago

43:47 Empowering BBVA with a 360° work experience / MORMEDI / ... 49 views • 1 year ago

29:55 Opening Keynote by Prof. Ulrich Weinberg, HPI-school / ... 267 views • 1 year ago

42:45 Culture Change by Design / Toyota EU / Mark Adams + Ann... 276 views • 1 year ago

41:40 Design Thinking to Design Driven / Joseph O'Sullivan, Intuit / ... 216 views • 1 year ago

50:34 Transforming to Customer & Design-Led Services / ... 67 views • 1 year ago

42:04 Mercedes AMG and SAP: An innovation journey / Moritz... 54 views • 1 year ago

47:47 Why Designers are Getting a Seat at the Table / Philippe v... 53 views • 1 year ago

51:02 Designing for Trust / Gerry McGovern / Intersection15 + D... 573 views • 1 year ago

46:32 Sharing and Learning Across Global Teams / Faurecia xWork... 66 views • 1 year ago

15:05 Enterprise Design Management / Chris Potts / Intersection15 + ... 151 views • 1 year ago

46:25 Enterprise Design meets Enterprise Investment - Chris... 209 views • 2 years ago

23:16 Extreme Customer Orientation - Marzia Arici, Liveness 659 views • 2 years ago

39:49 Sex or Marriage: growing User Experience into the organisatio... 225 views • 2 years ago

48:21 Social Enterprise by Design - Dion Hinchliffe - INTERSECTION... 485 views • 2 years ago

12:28 Designing the New Enterprise - Milan Guenther - INTERSECTIO... 362 views • 2 years ago

46:00 Design & Co-Innovation with SAP's customers - Marion... 264 views • 2 years ago

46:53 Modelling an Enterprise Ecosystem for Digital Strategy... 282 views • 2 years ago

41:24 Designing Brand Enterprise Experiences - Erik Roscam... 639 views • 2 years ago

---

## Certificates

Enterprise Design  
Sprint Master  
2 day course  
Sprint mentoring

Enterprise Design  
Practitioner  
certificates  
15 week curriculum

**Enterprise  
Design  
Associates**



**EDF3**  
CERTIFIED

-----  
**Enterprise Design  
Engagements**

-----  
**Client Topics and  
Challenges**

-----  
**Enterprise Design  
Framework 3**

-----  
**Enterprise Design  
with QualiWare**

-----  
**Enterprise Design  
Engagements**

“We need to do  
Design Thinking!”  
Some CEO



**HBR.ORG**

# Harvard Business Review

SEPTEMBER 2015

**44 The Big Idea**  
The Organizational  
“I’m Sorry”  
Maurice E. Schweitzer et al.

**56 Risk Management**  
Cybersecurity: Lessons  
from the Pentagon  
James A. “Sandy” Winnefeld Jr. et al.

**109 Managing Yourself**  
How to Embrace  
Complex Change  
Linda Brimm

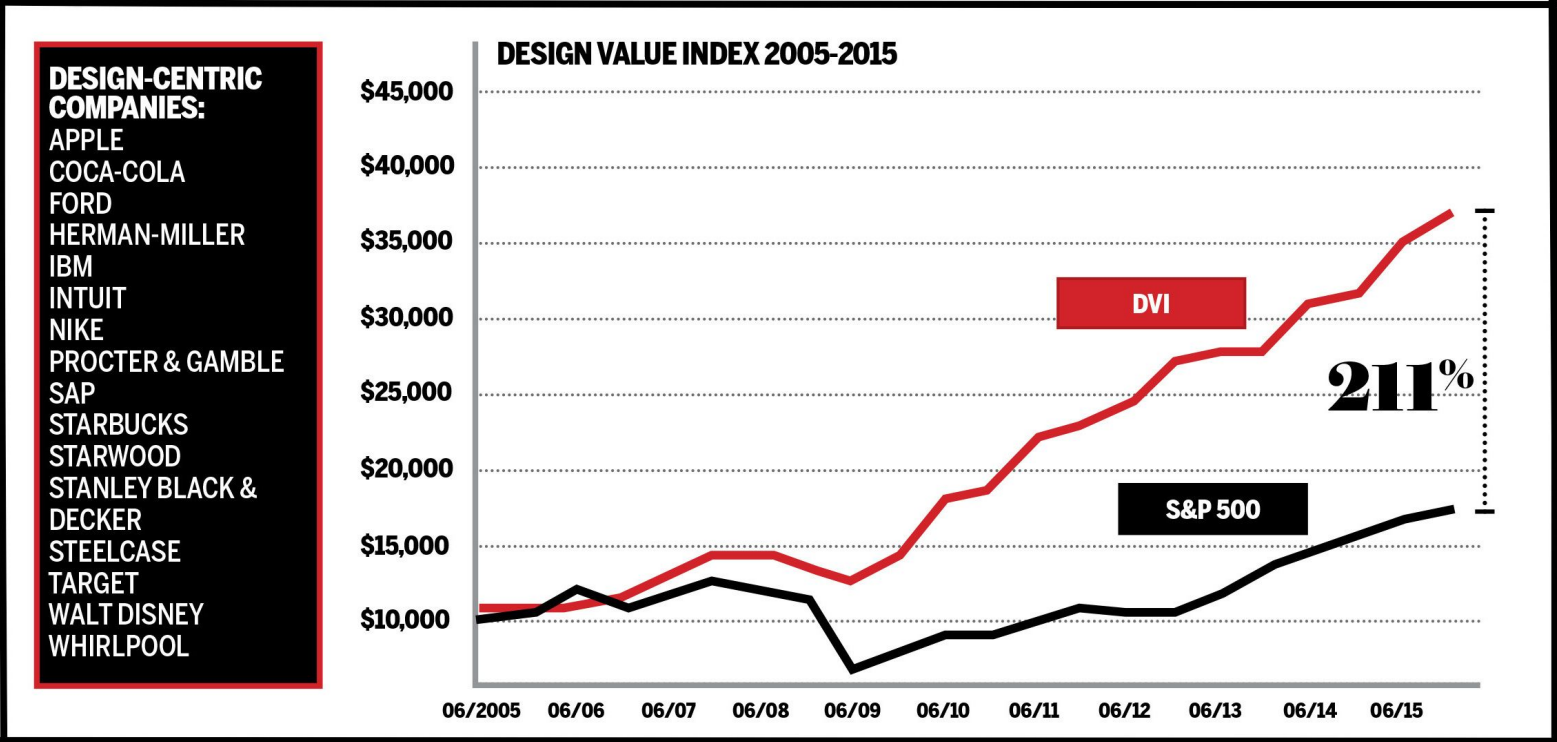
## THE EVOLUTION OF DESIGN THINKING

IT’S NO LONGER JUST FOR  
PRODUCTS. EXECUTIVES ARE  
USING THIS APPROACH  
TO DEVISE STRATEGY  
AND MANAGE  
CHANGE.

PAGE 55



# Design Value



---

## **The evolution of Enterprise Architecture**

**According to Gartner, by 2018, 40% of enterprise architects will focus on design-driven architecture.**

**“Design Thinking is about putting the customer at the center, designing a solution for them and then linking the solution to traditional architect pieces,” said Marcus Blosch, Vice President of Research at Gartner.**

Smarter with Gartner: The Evolution of Enterprise Architecture. March 23, 2017

<http://www.gartner.com/smarterwithgartner/the-evolution-of-enterprise-architecture>



---

# What is Enterprise Design?

*Design: the rendering of intent (Jared Spool)*

*Enterprise: an ambitious endeavour (Len Fehskens)*

Enterprise Design is the practice of designing enterprise structures, systems and behaviours to realize an underlying intent and purpose, in order to create and sustain meaningful enterprise-people relationships.

---

**Ambitious!**

**Intentional!**

# What isn't Enterprise Design?

- **#ux #custexp** Your new website, app, or UI with arbitrary predefined outputs, measuring NPS with limited consideration of intent and impact
- **#servicedesign #businessdesign** Your new business model, product or service designed in the marketing department or by agencies/consultancies
- **#bizarch #bpm** Your new operating model or process design for more productivity or compliance without even talking to the customer
- **#entarch** Your new IT systems or applications where “requirements” are decided by committee, trends or a fuzzy strategy dropping from the sky by “the business”
- **#designthinking #innovation** Your design thinking workshop or innovation initiative, “brainstorming” while ignoring the market and operational complexity
- **#orgdev** Your org chart to distribute blame for things going wrong
- **#brand** Your superficial style guide not considering behaviour, offerings, org/ops
- **#digitaltransformation #culture** Your cups or calendars on how to write better emails

# In love with process

## Deloitte.

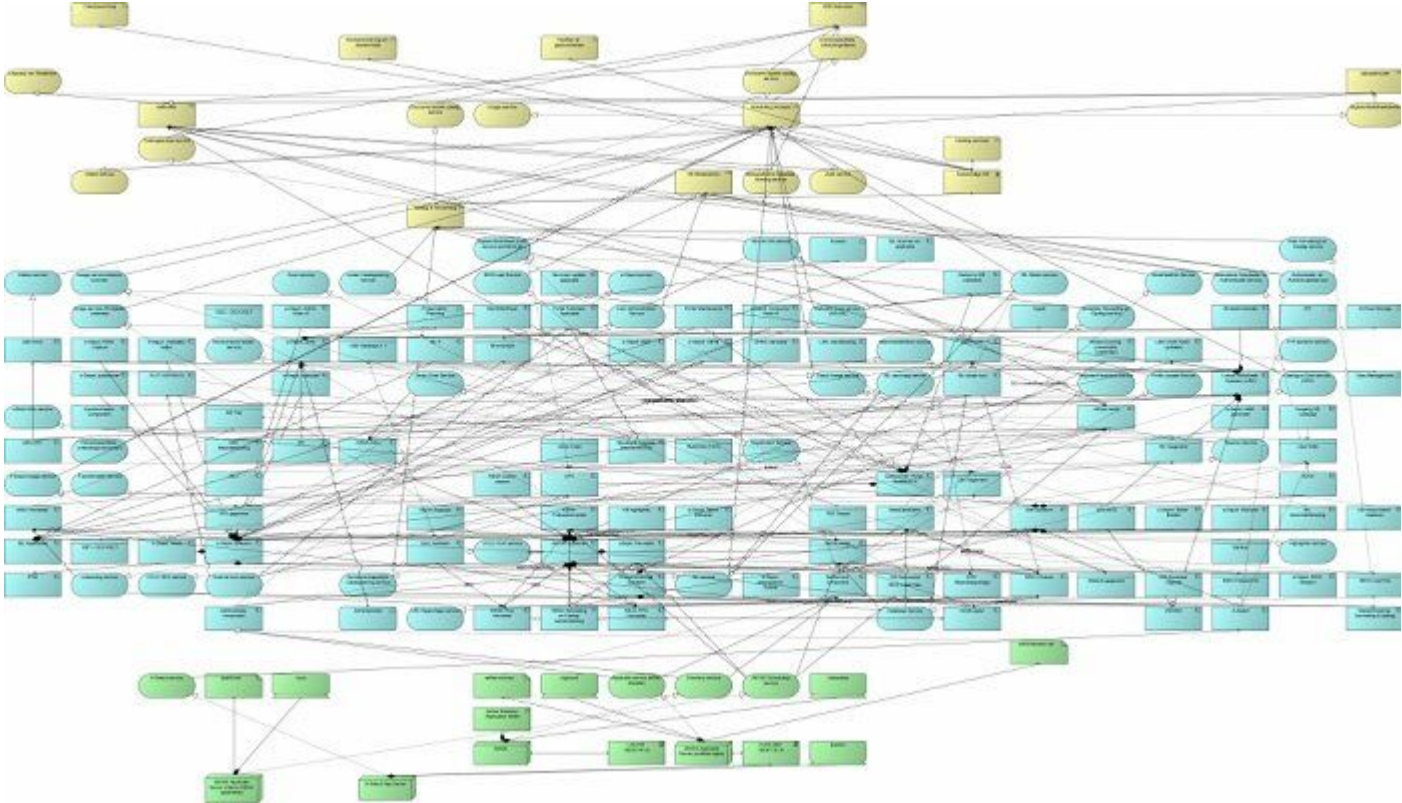
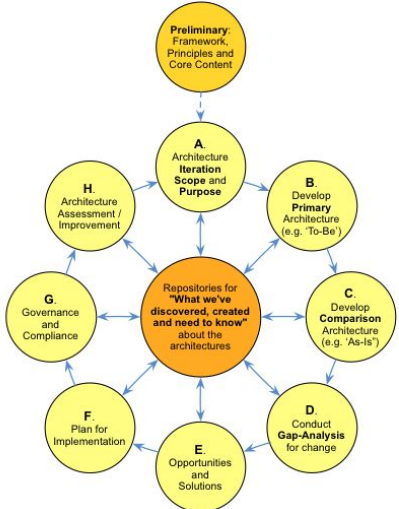
## THE AGILE LANDSCAPE V3

Developed by Christopher Webb



Christopher Webb  
Deloitte

# In love with structure

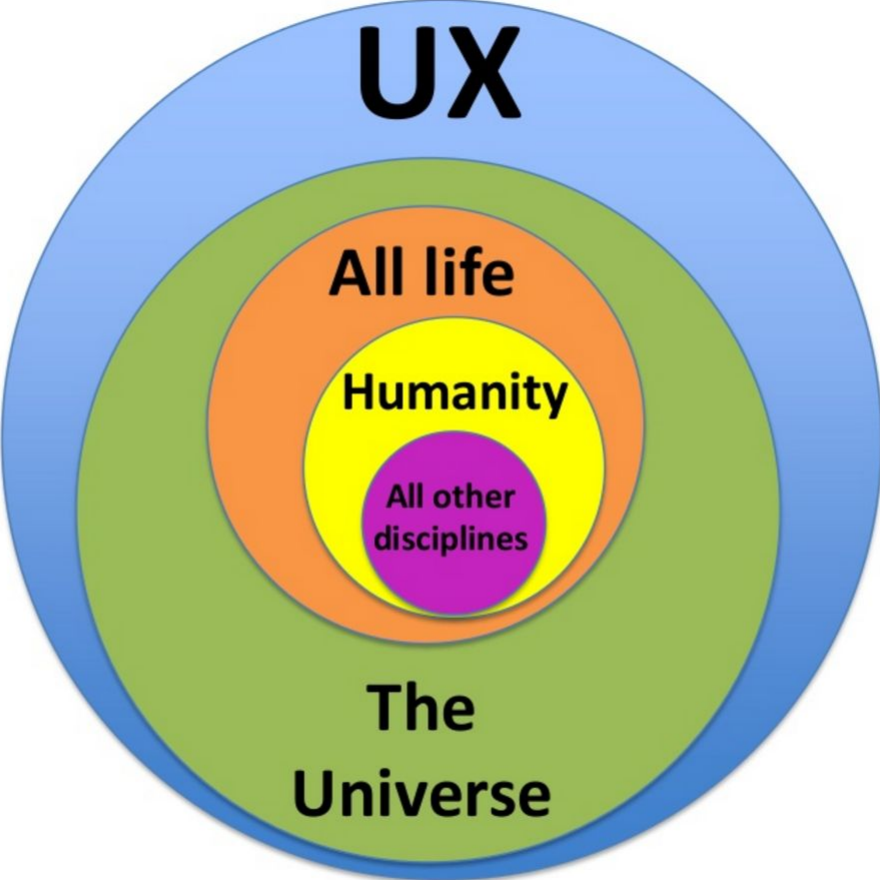


# In love with Post-its™

<http://99u.com/videos/55967/natasha-jen-design-thinking-is-bullshit>



**Discipline wars**



# What happens if you don't design your enterprise?

twitter.com/entawk

The screenshot shows a browser window with the URL <https://twitter.com/entawk>. The browser's address bar and a cookie consent banner are visible at the top. The Twitter interface includes navigation links for Home and About, a search bar, and a login prompt. The profile header for EntAwk Bot (@entawk) shows 13 tweets, 2 following, and 15 followers, with a Follow button. The main content area displays a list of tweets:

- A retweeted tweet from Enterprise Designers (@entdesigners) dated Sep 7, with the text: "Titel van de @intersectioncon ference: Enterprise Rebels fight #entawk enterprise awkwardness". The image shows a man on stage in front of a screen displaying "Enterprise Rebels" and "#entawk".
- A retweeted tweet from Daniel Markwig (@burningcrow) dated Sep 7, with the text: "'Enterprise rebels' fight 'enterprise awkwardness'. #entawk #intersection17".
- A retweeted tweet from EDA (@ent\_des) dated Sep 6.



#entawrk #brand



George Pearkes @georgepearkes · Aug 14

Presented without comment. cc Venn Diagram enthusiast @LadyFOHF  
[pic.twitter.com/RjYAUjJaV](https://pic.twitter.com/RjYAUjJaV)

Reply Retweet Favorite

Flag media



John Götze

#entawk #csr

*For Energy Saving  
Reasons This Light Has  
Been Permanently  
Switched Off*



KYOTO

#entawk  
#ux #cdo

The screenshot shows the FedEx Tracking page for tracking number 782799440557. The page features a navigation bar with the FedEx Express logo and links for 'Expédiez', 'Suivi', 'Gérer mon compte', and 'Outils douanes'. A user login button labeled 'Ouverture de session' is also present. The main heading is 'FedEx® Tracking'. On the left, there is a 'Track a Shipment' section with a text input field for tracking numbers and a 'Track' button. Below it is a 'My Shipments' section with a list icon, a star icon, and an alert icon. The central tracking area displays the tracking number '782799440557' and a 'Delivery exception' warning with a red exclamation mark icon. The exception message states 'Package is not yet available for pickup.' Below this, there are buttons for 'Request Notifications', 'Obtain Proof of Delivery', and 'More actions'. The 'Travel History' section shows a table with columns for Date/Time, Activity, and Location. A cookie consent banner is visible at the bottom of the page.

https://www.fedex.com/apps/fedextrack/?tracknumbers=782799440557&language=en&

FedEx Express Expédiez Suivi Gérer mon compte Outils douanes Ouverture de session

### FedEx® Tracking

Track a Shipment Help

Enter up to 30 FedEx tracking numbers (one per line).

**Track**

My Shipments Menu Star Alert

Track and save tracking results for your next visit to fedex.com

**782799440557** Save tracking results

Ship date: ? **Mon 11/04/2016** Print Help

Scheduled delivery: ? **Sat 23/04/2016 by 16:30**

VANTAA FI **Delivery exception** PARIS, FR

PARIS FR

Package is not yet available for pickup.

**Request Notifications** **Obtain Proof of Delivery** More actions

### Travel History

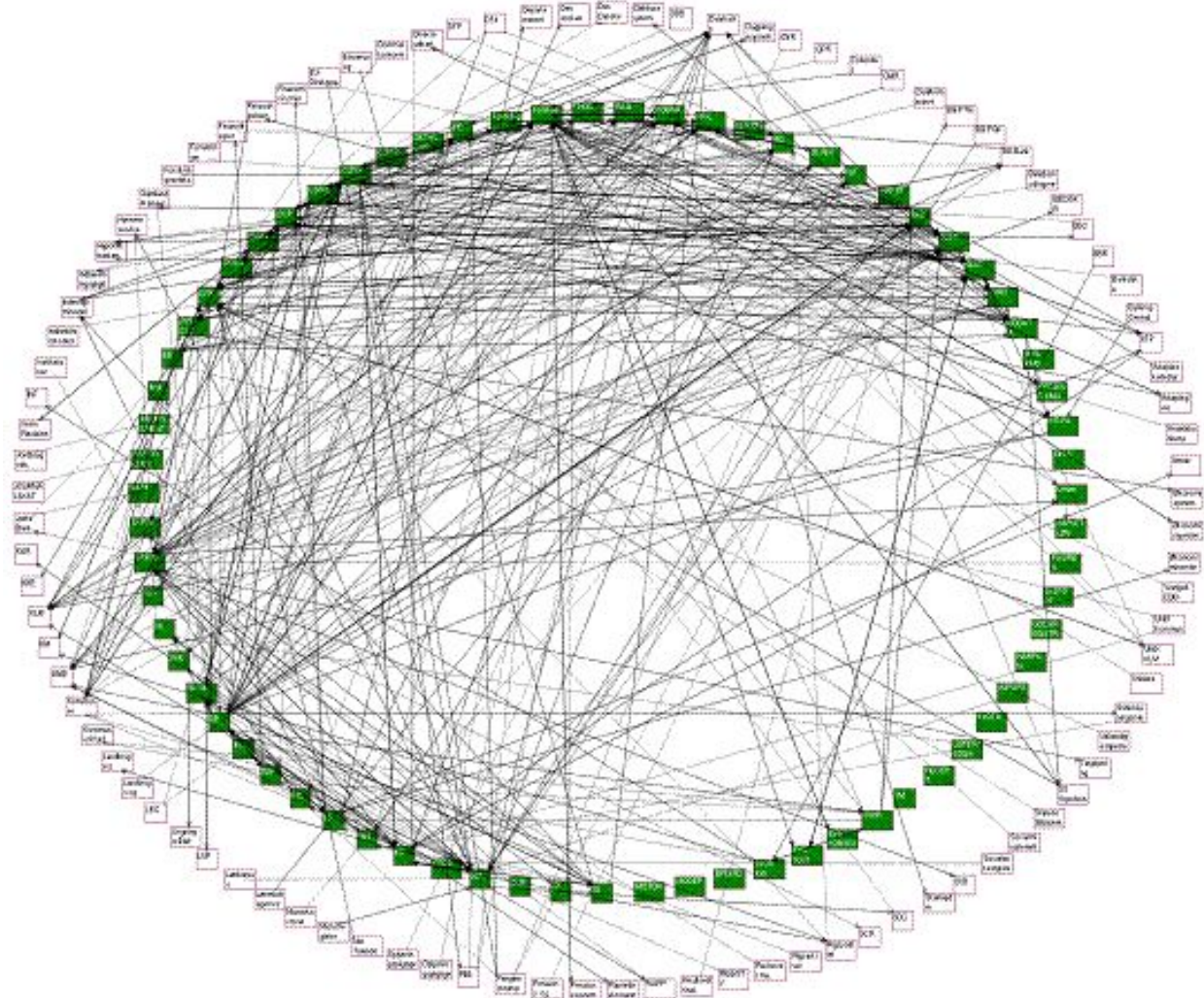
Help Hide

Date/Time	Activity	Location
- 23/04/2016 - Saturday		
09:11	Delivery exception Future delivery requested	PARIS FR

The site internet de FedEx utilise des cookies, y compris des cookies tiers, pour améliorer ses fonctionnalités et votre utilisation du site, mais aussi à des fins d'analyse et d'actions de marketing ciblées. En poursuivant votre navigation sur ce site sans modifier les paramètres relatifs aux cookies dans votre navigateur Internet, vous acceptez l'utilisation que nous faisons des cookies. Pour en apprendre davantage ou savoir comment gérer ou désactiver les cookies, veuillez-vous référer à notre **politique en matière de cookies**.



#entawk #cio



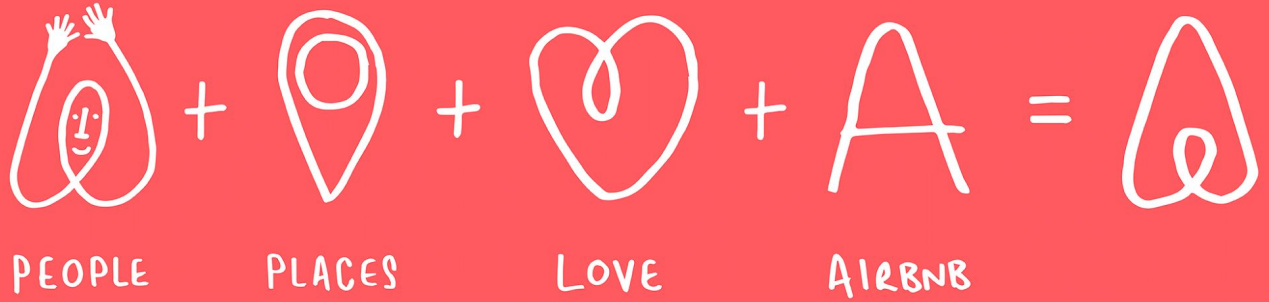
Rigsrevisionen (2004) Udvidet notat til statsrevisorerne om ToldSkats IT-systemer. Folketinget. (John Gøtze)

## #entawk #bpm

- 1) Always designate a Group Coordinator from the Front Desk prior to arrival.
- 2) Liaise constantly with the sales Group coordinator for information.
- 3) Check that Arrival Registration cards have been prepared for the group along with the rooming list for signature.
- 4) Check all Relevant correspondence has been read and briefed during the staff briefing.
- 5) Check Group Billing instructions and cross check the billing instructions entered on the Property management software.
- 6) Once Priority group rooms have been allocated, cut rooms keys for arrival.
- 7) If Group is arriving at one time then all rooms must be allocated and all keys cut.
- 8) The number of keys per room must match with the occupancy of the room.
- 9) Insert Key Cards into key card Jacket and place on the tray along with rooming list.
- 10) Print traces report for Front office and read the instructions given.
- 11) Choose an appropriate group check in area according to the following:  
Size of the Group / Block / Wing the group is staying / Transport to the hotel / Time of check in
- 12) Registration cards along with Keys should be kept in Alphabetical order.
- 13) Sufficient stationary / Pens must be kept ready for guests to sign their registration cards.
- 14) Welcome Drinks and cold towels should be prepared so they may be served on arrival. And accurate number of Drinks to be pre ordered so that the room service supervisor is aware of this requirement.
- 15) The Bell Desk / Concierge must be kept informed of the group arrival time and the following needs should be coordinated: Luggage Tags are ready. / Luggage delivery plan is organized.
- 16) Their Duty Roster has been prepared taking into consideration the group's size and Arrival Time.
- 17) All changes with the group arrival time check in area and group size to be given to the concierge.
- 18) Collect wake up call for the group from the tour leader.

**Hotel SOP**  
**(432/1500)**

#disruption



# Something special



Share

Save

View Photos

[Overview](#) · [Reviews](#) · [The Host](#) · [Location](#)

## The Brandy Bus - Renovated

€71 per night

★★★★★ 91

# Numbers



1974

2008

8000

0

32,000

2000

\$7 Bn

\$30 Bn



# Airbnb in Tel Aviv

**8,000 apartments** are advertised on Airbnb, which equals **4.5 %** of the total number of apartments in the city



More than **5,000** of these apartments are owned by **800 renters**



## Size of the apartments rented

3,700



Studios and 1-room apartments

2,700



2-room (1-bedroom) apartments

1,000



3-room (2-bedroom) apartments

## Number of apartments rented in

2013



3,000

2017



26,000

## Half of the tourists

who come to Tel Aviv stay in an Airbnb, a world record



-----

# Client Topics and Challenges

---

## Common challenges

- **Becoming more customer oriented**

Enterprises that focus more on customer experiences than products and markets: they need to understand the customer, map and measure their experience, and connect this to their operations and organization

- **Leading the digital transformation**

Enterprises that provide digital capabilities to customers and employees based on their needs: they need to look into new ways of working, change the rules, and design platforms

- **Driving innovation and transformation by design**

Enterprises that create conditions for innovate and change at a much higher pace: they are often threatened by new incumbents and need to shift their focus

- **Navigating complexity**

Enterprises that embrace complexity, rather than just cope with it, as a source of opportunities: they have build a large

---

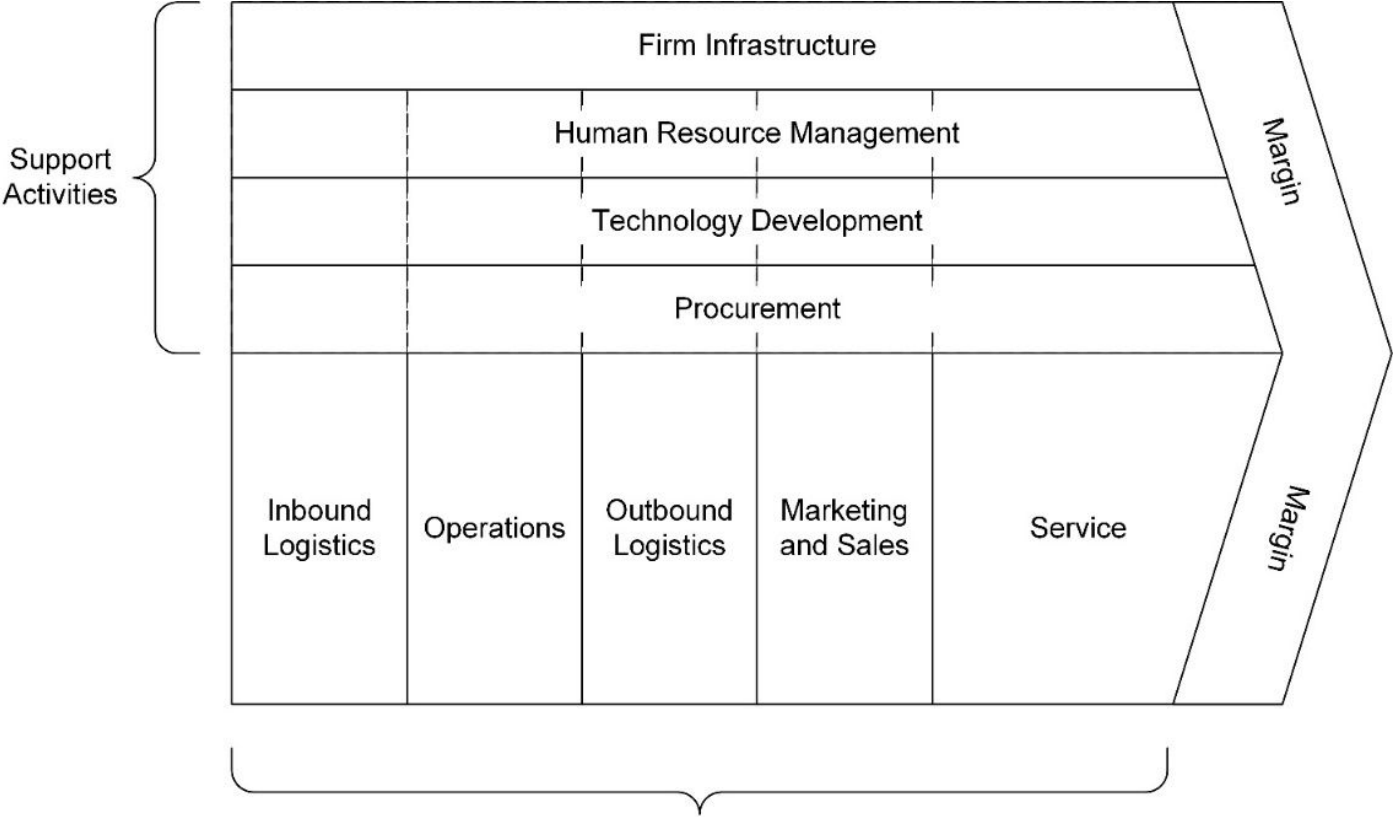
**Who is your  
customer?**

---

Who is your  
customer?

**don't say  
the business**

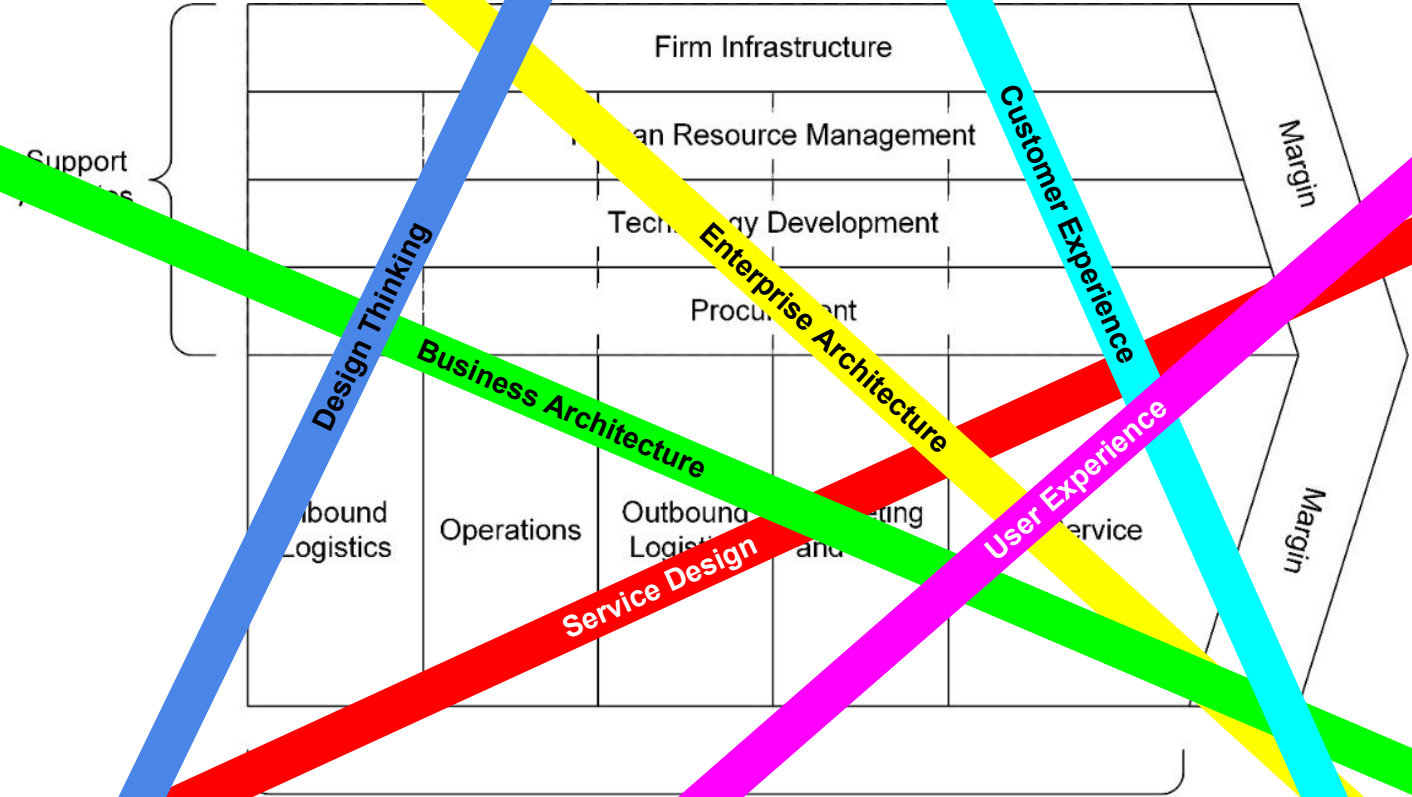
# Enterprise as value chain



Michael Porter

Primary Activities

Where do we fit?



Michael Porter

Primary Activities

-----  
**Enterprise Design  
Framework 3**



---

# **Complex Systems Behaviour**

**Edward Lorenz**

# Enterprise Spectrum

---

**Innovation**  
Creating and adopting  
something new

**Transformation**  
Changing  
what exists

[Michael L. Tushman:](#)  
[The Ambidextrous Organization. HBR 2004.](#)

# Design Spectrum

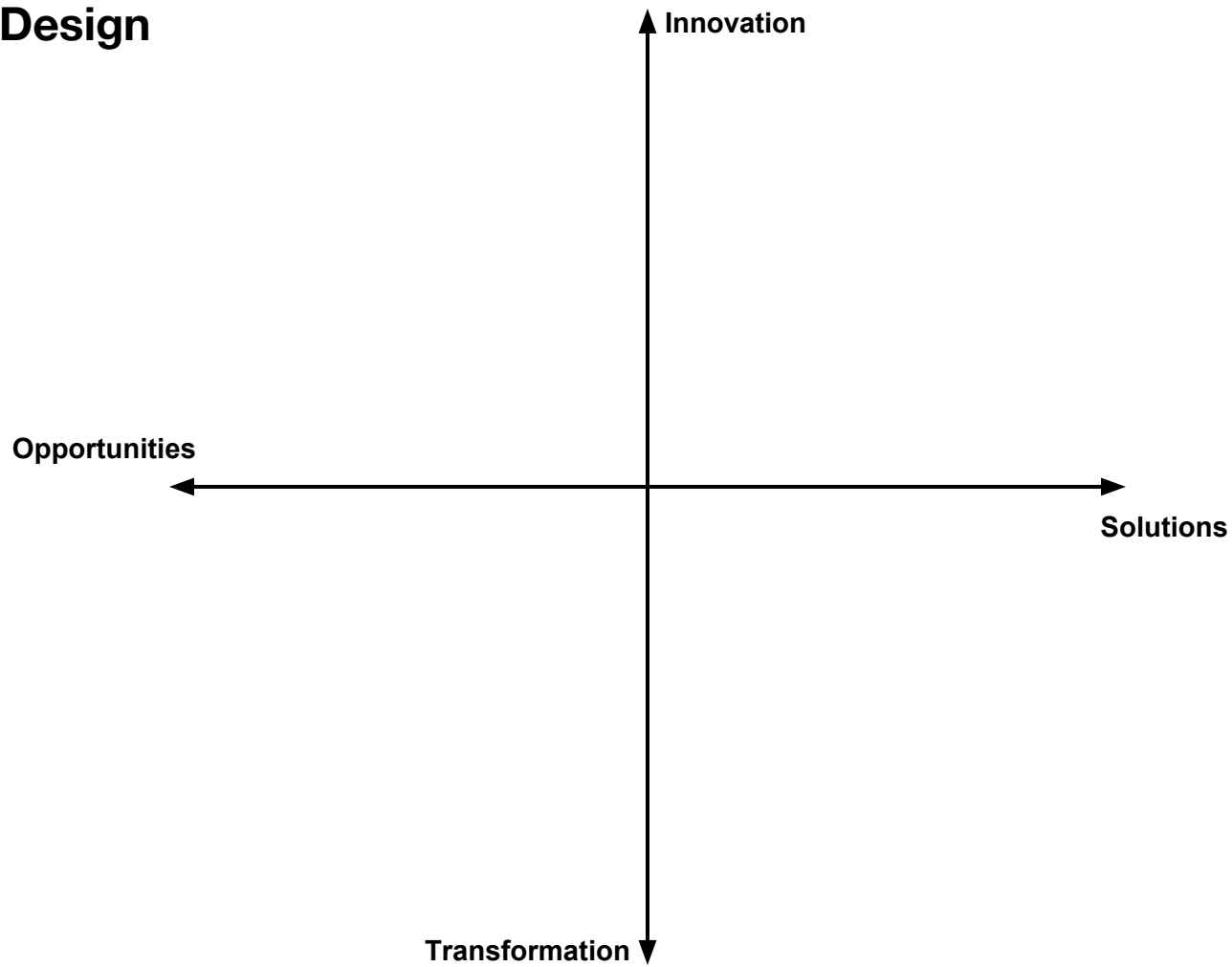
---

Uncovering **Opportunities**

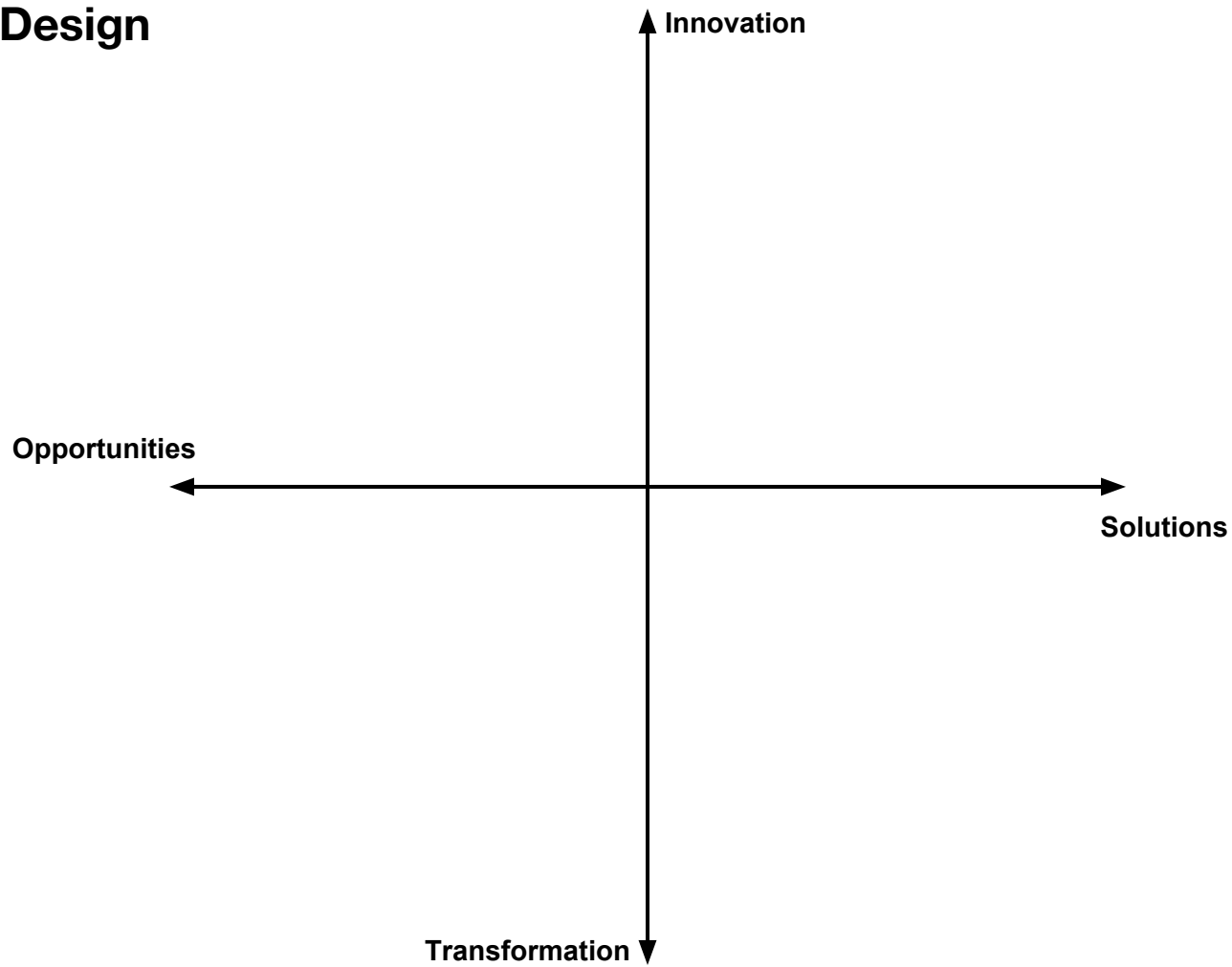


Developing **Solutions**

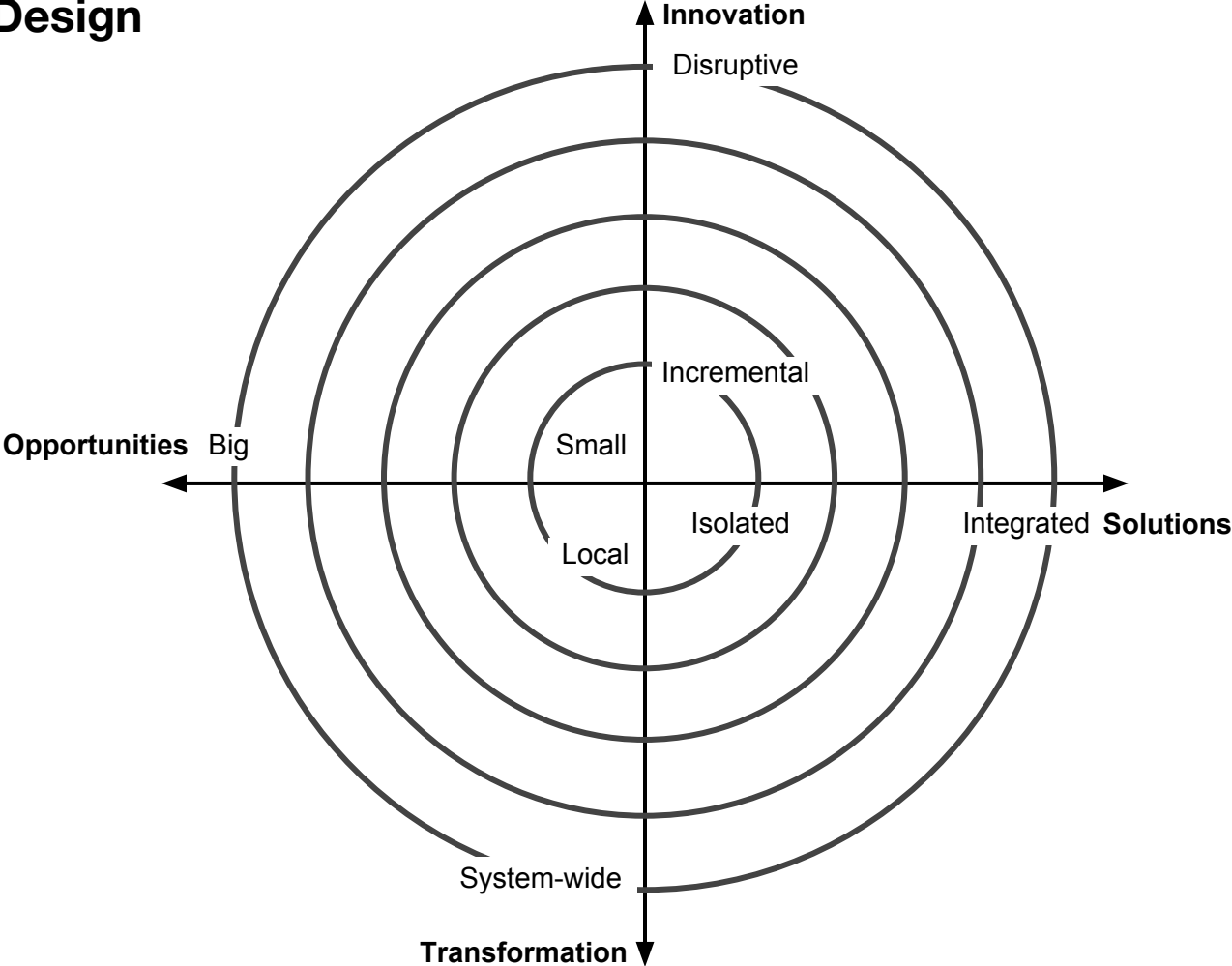
**Enterprise Design  
Spectrum**



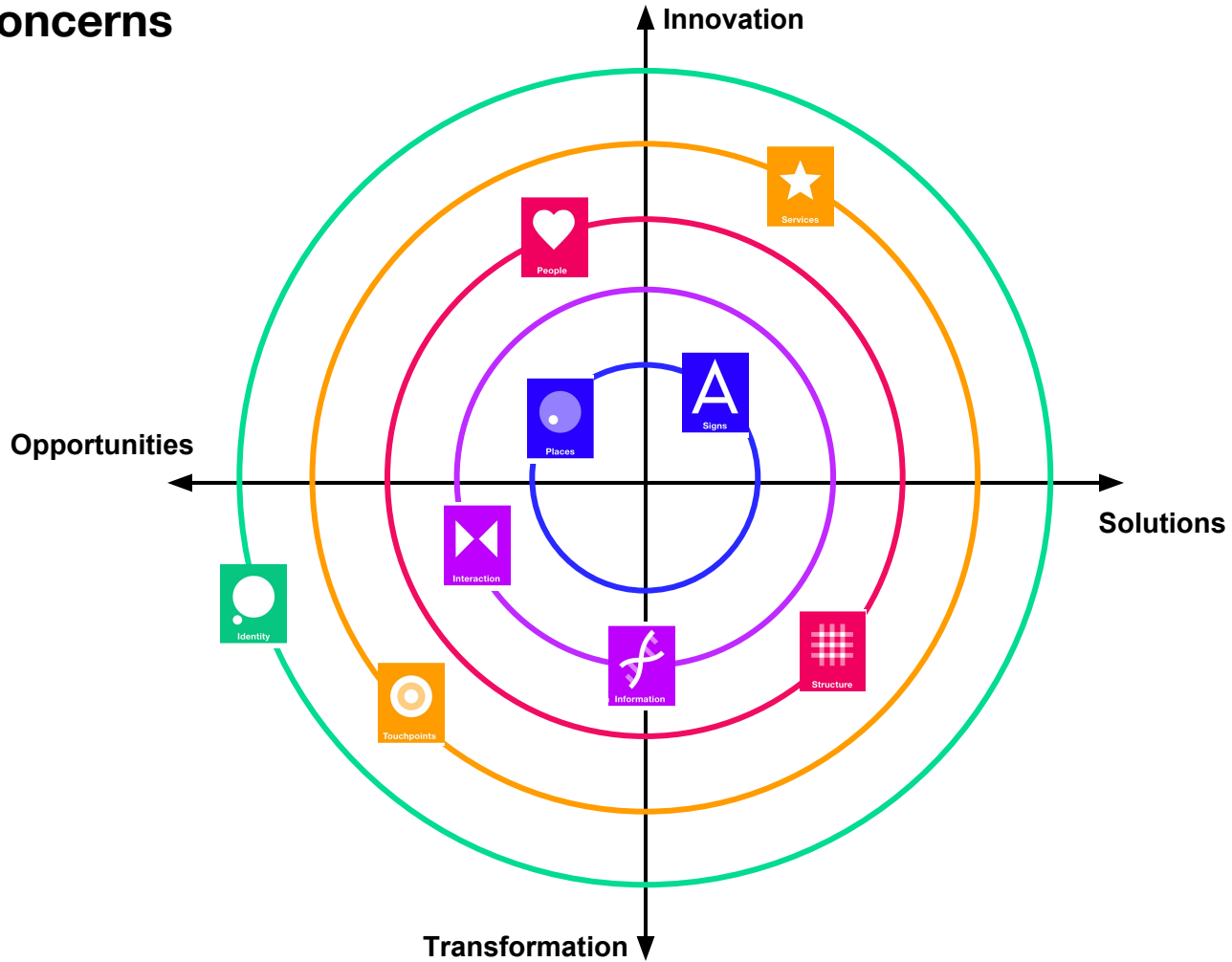
# Enterprise Design Spectrum



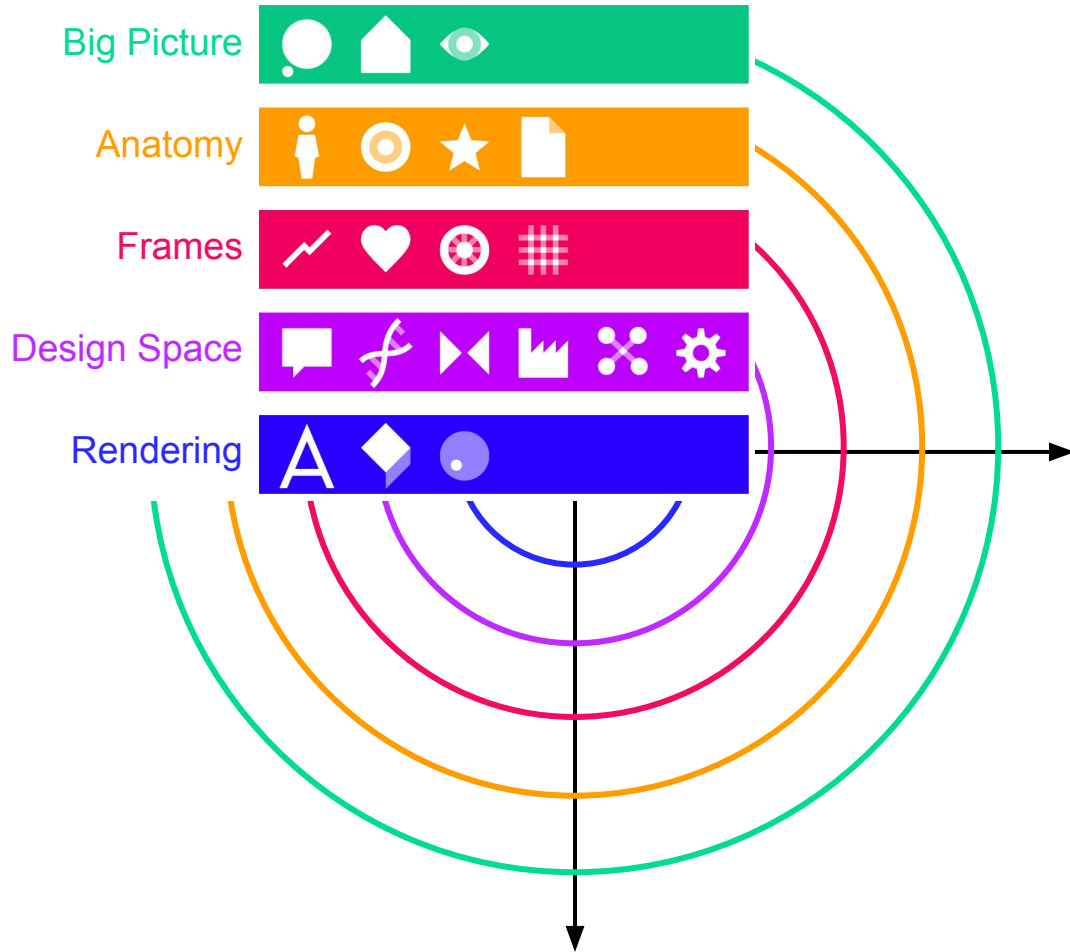
# Enterprise Design Spectrum



# Aspects, Concerns



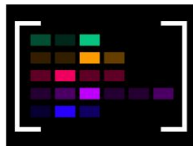
# Language



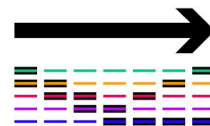


Enterprise  
Design  
Framework

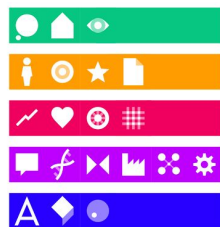
Scan



Sprint



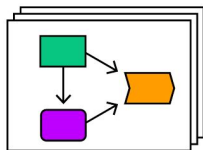
Stack



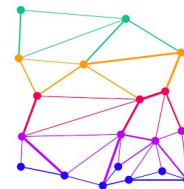
Opportunities

Solutions

Scenarios



System



Innovation

Transformation

Enterprise  
Design  
**Stack**

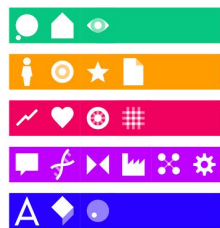
Scan



Sprint



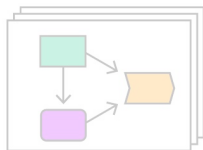
**Stack**



Opportunities

Solutions

Scenarios



System



Innovation

Transformation

Perspectives

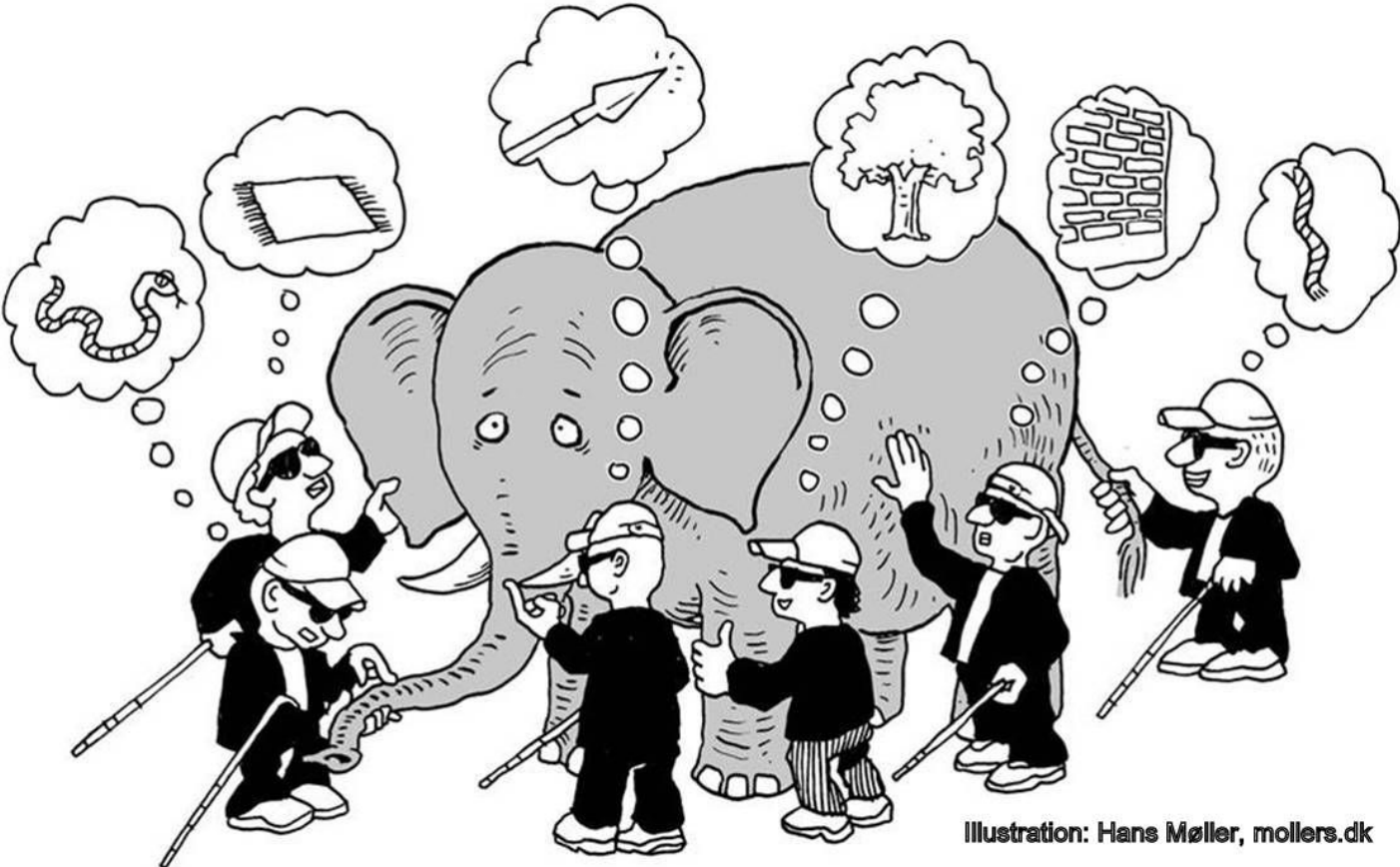
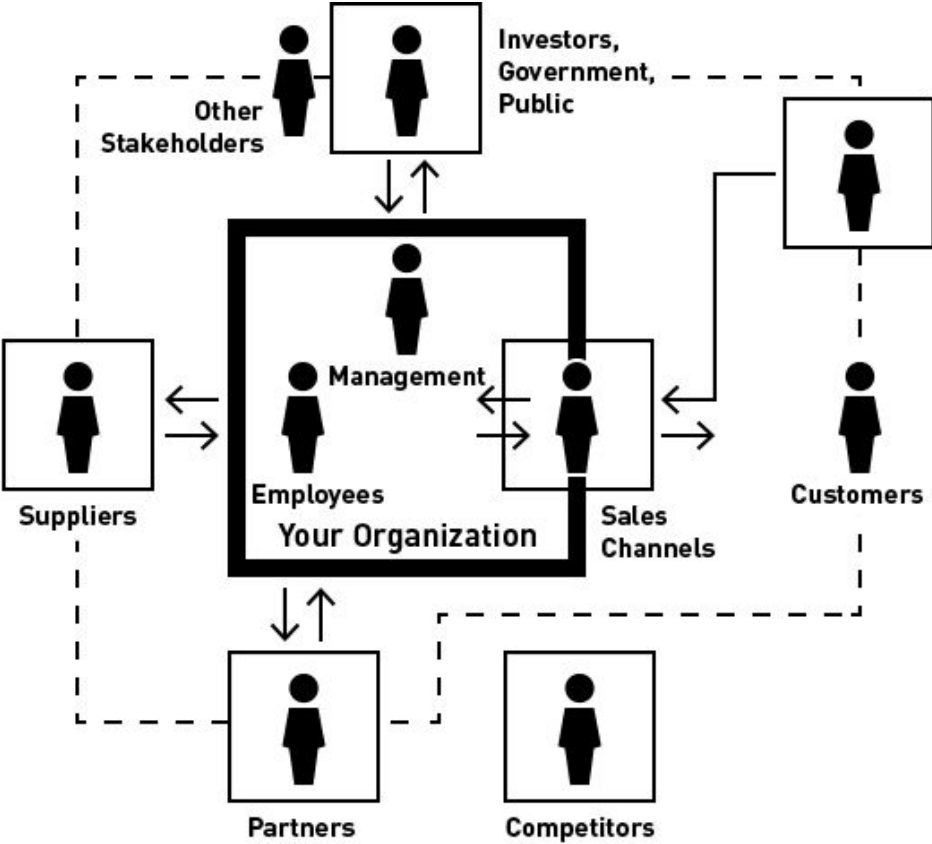


Illustration: Hans Møller, mollers.dk

# Concerns



---

# Language



Enterprise  
Design  
Stack

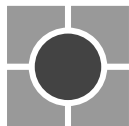
Big Picture

Anatomy

Frames

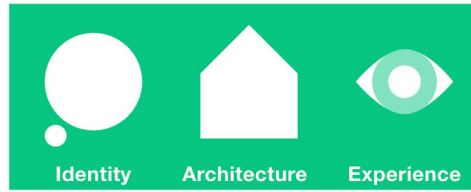
Design Space

Rendering

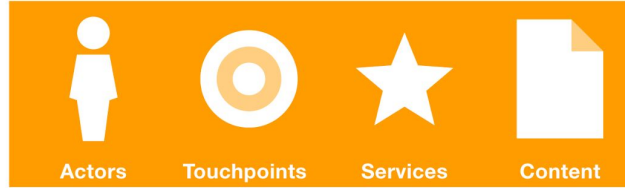


# Enterprise Design Stack

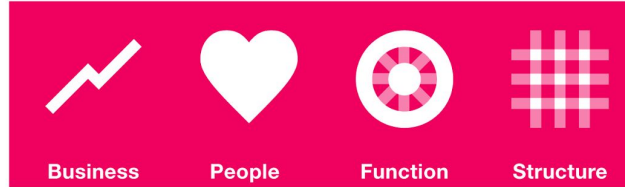
Big Picture



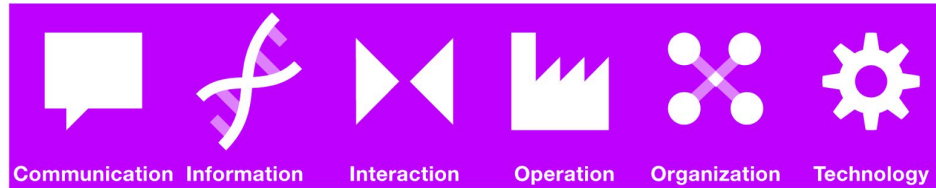
Anatomy



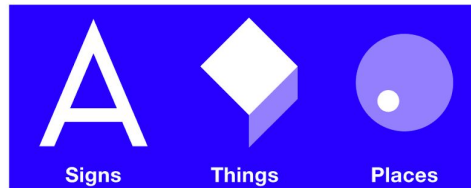
Frames



Design Space



Rendering



Focus  
visionary

Decisions  
strategic

conceptual

tactical

applied

operational

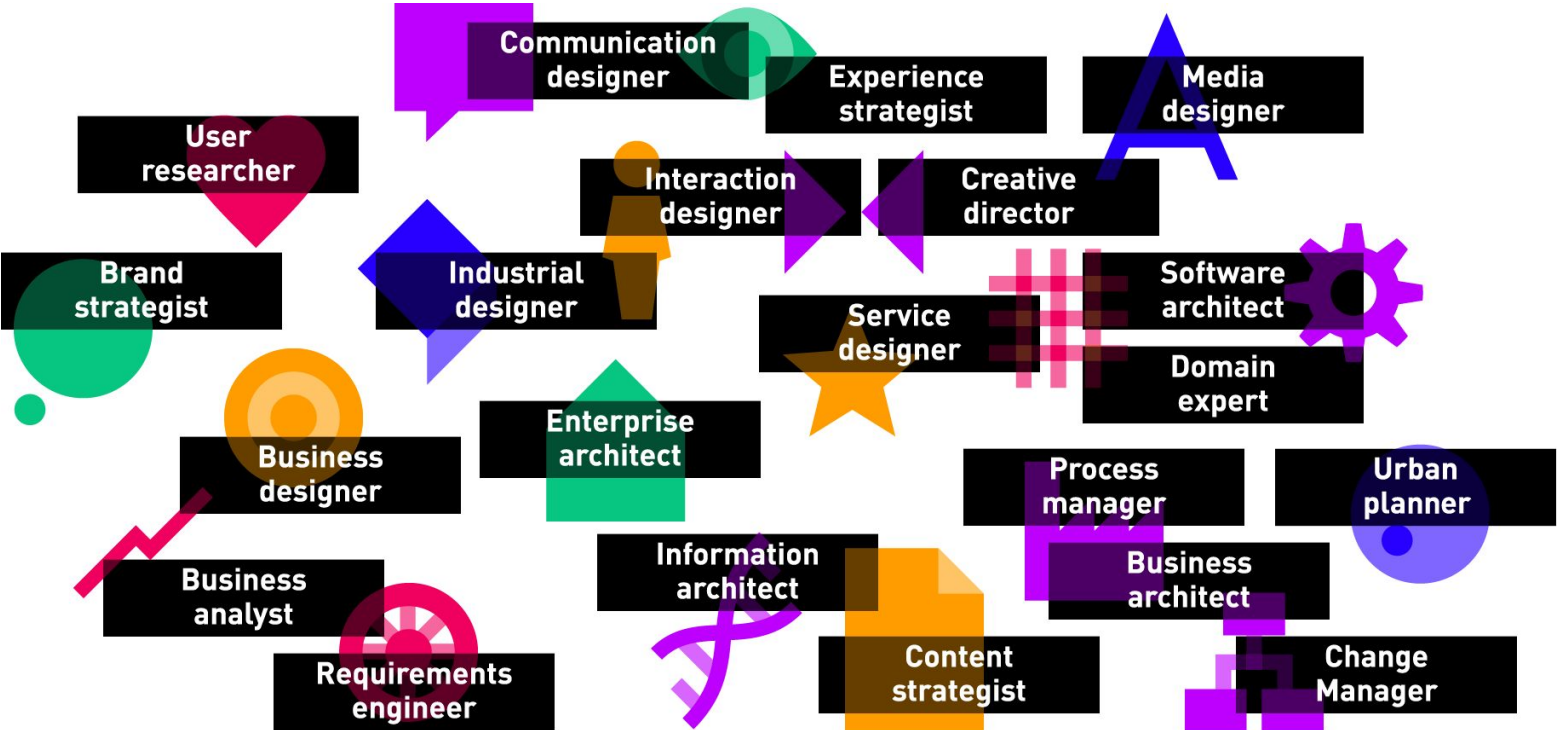


Stack





# Casting an Enterprise Design team



# Mapping to EA frameworks

**Big Picture**

Identity Architecture Experience

**Anatomy**

Actors Touchpoints Services Content

**Frames**

Business People Function Structure

**Design Space**

Communication Information Interaction Operation Organization Technology

**Rendering**

Signs Things Places

Focus  
visionary

Decisions  
strategic

conceptual

tactical

applied

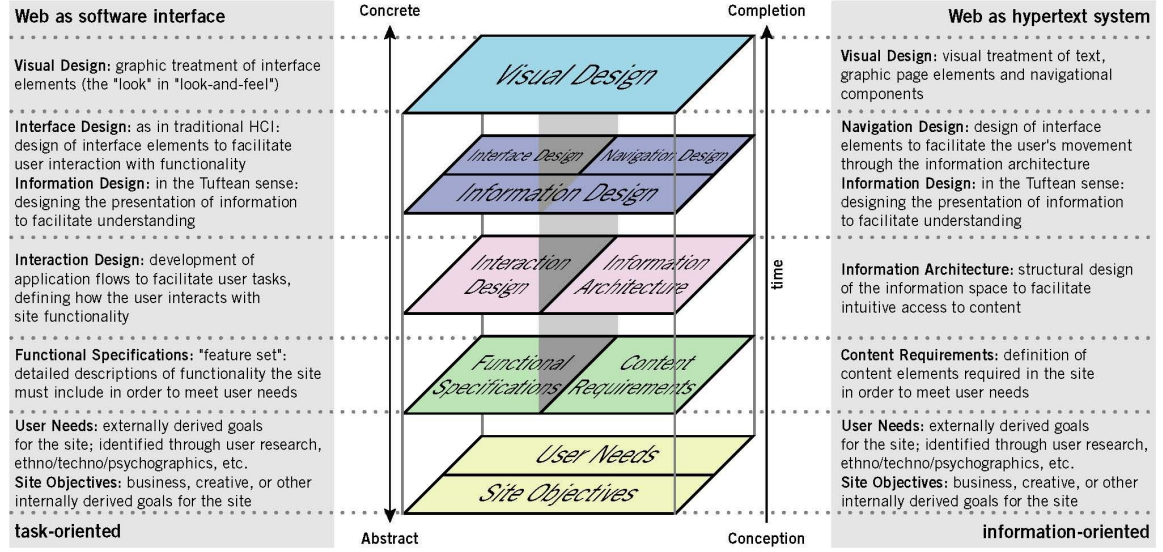
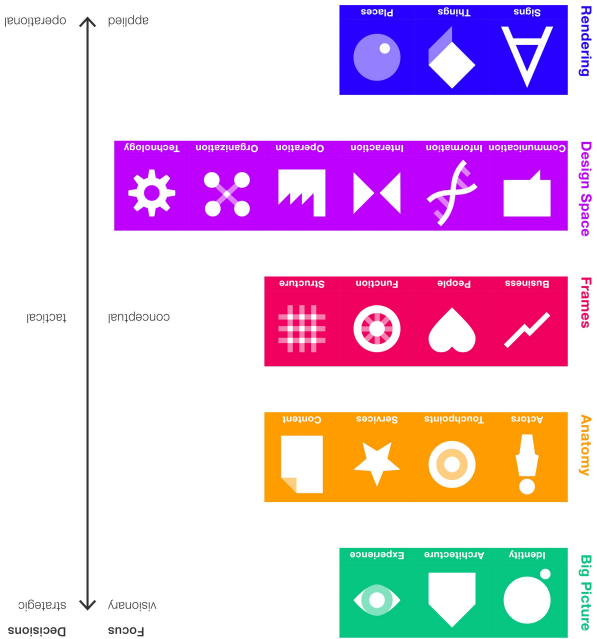
operational

## THE ZACHMAN ENTERPRISE FRAMEWORK<sup>2</sup>™

	What	How	Where	Who	When	Why	
<b>Scope Contexts</b>	Inventory Identification Inventory Types	Process Identification Process Types	Network Identification Network Types	Organization Identification Organization Types	Timing Identification Timing Types	Motivation Identification Motivation Types	<b>Strategists as Theorists</b>
<b>Business Concepts</b>	Inventory Definition Business Entity Business Relationship	Process Definition Business Transform Business Input	Network Definition Business Location Business Connection	Organization Definition Business Role Business Work	Timing Definition Business Cycle Business Moment	Motivation Definition Business End Business Means	<b>Executive Leaders as Owners</b>
<b>System Logic</b>	Inventory Representation System Entity System Relationship	Process Representation System Transform System Input	Network Representation System Location System Connection	Organization Representation System Role System Work	Timing Representation System Cycle System Moment	Motivation Representation System End System Means	<b>Architects as Designers</b>
<b>Technology Physics</b>	Inventory Specification Technology Entity Technology Relationship	Process Specification Technology Transform Technology Input	Network Specification Technology Location Technology Connection	Organization Specification Technology Role Technology Work	Timing Specification Technology Cycle Technology Moment	Motivation Specification Technology End Technology Means	<b>Engineers as Builders</b>
<b>Component Assemblies</b>	Inventory Configuration Component Entity Component Relationship	Process Configuration Component Transform Component Input	Network Configuration Component Location Component Connection	Organization Configuration Component Role Component Work	Timing Configuration Component Cycle Component Moment	Motivation Configuration Component End Component Means	<b>Technicians as Implementers</b>
<b>Operations Classes</b>	Inventory Instantiation Operations Entity Operations Relationship	Process Instantiation Operations Transform Operations Input	Network Instantiation Operations Location Operations Connection	Organization Instantiation Operations Role Operations Work	Timing Instantiation Operations Cycle Operations Moment	Motivation Instantiation Operations End Operations Means	<b>Workers as Participants</b>
<i>Released April 2008</i>	<b>Inventory Sets</b>	<b>Process Transformations</b>	<b>Network Nodes</b>	<b>Organization Groups</b>	<b>Timing Periods</b>	<b>Motivation Reasons</b>	<i>Normative Projection as Version 2.02</i>

© 1987 John A. Zachman; hexagon model © 1998 Zachman Framework Associates; derivative work © 2003 Zachman Framework Associates; metamodel projection © 2008 Zachman Framework Associates.

# Mapping to UX frameworks



**This picture is incomplete:** The model outlined here does not account for secondary considerations (such as those arising during technical or content development) that may influence decisions during user experience development. Also, this model does not describe a development process, nor does it define roles within a user experience development team. Rather, it seeks to define the key considerations that go into the development of user experience on the Web today.

# Design Value Scorecard

MATURITY LEVEL

Development & Delivery  
Products & Services



Systems & Processes  
Connection & Integration



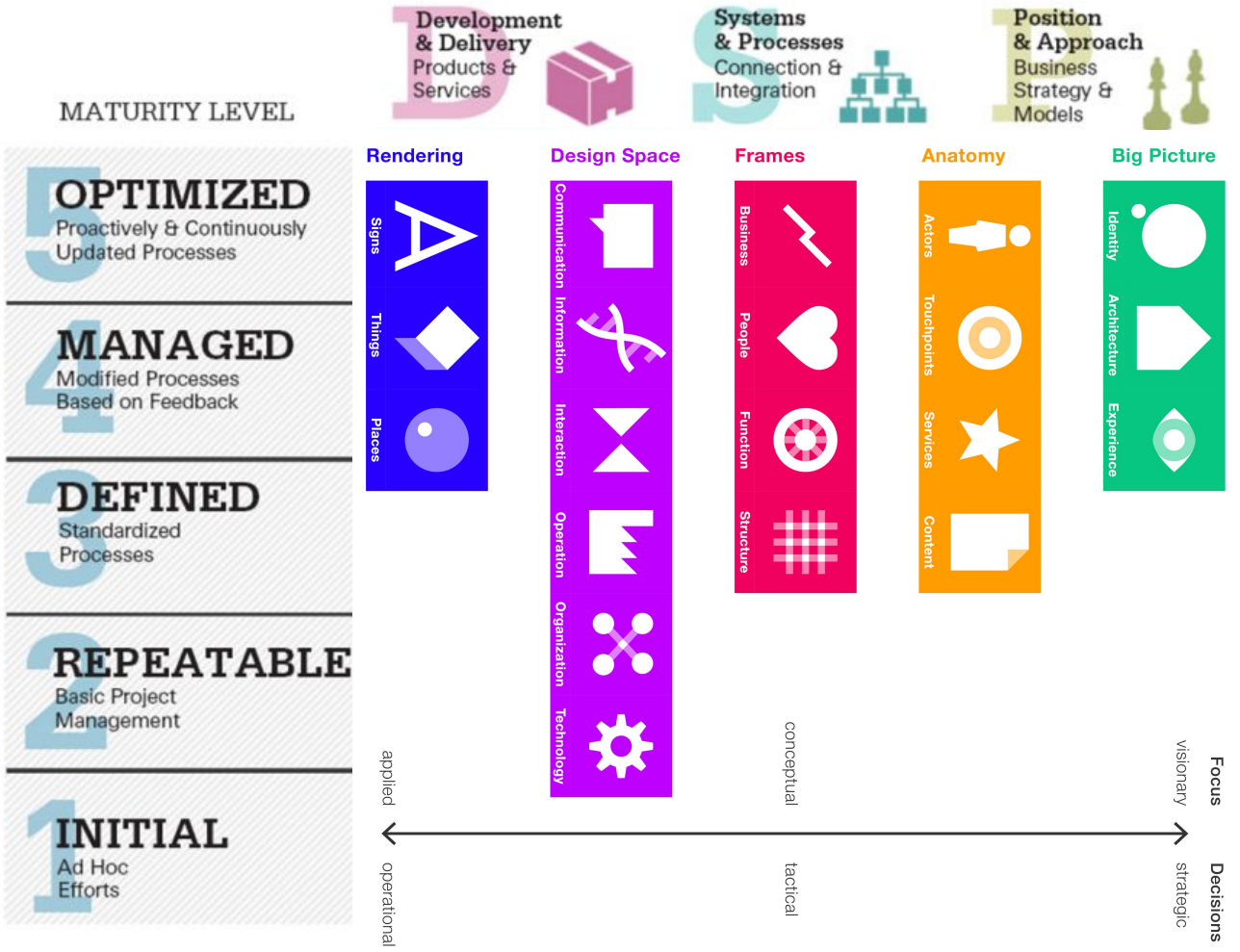
Position & Approach  
Business Strategy & Models



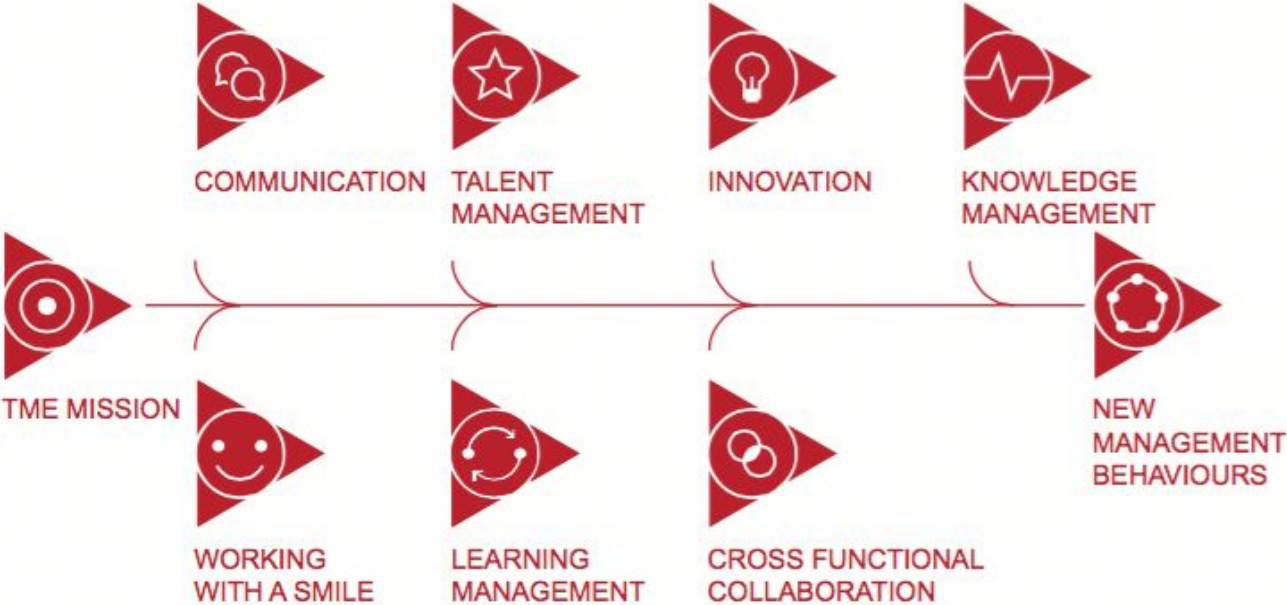
<p><b>5 OPTIMIZED</b> Proactively &amp; Continuously Updated Processes</p>			
<p><b>4 MANAGED</b> Modified Processes Based on Feedback</p>			
<p><b>3 DEFINED</b> Standardized Processes</p>			
<p><b>2 REPEATABLE</b> Basic Project Management</p>			
<p><b>1 INITIAL</b> Ad Hoc Efforts</p>			



# Mapping



# Example: Toyota Fast Forward

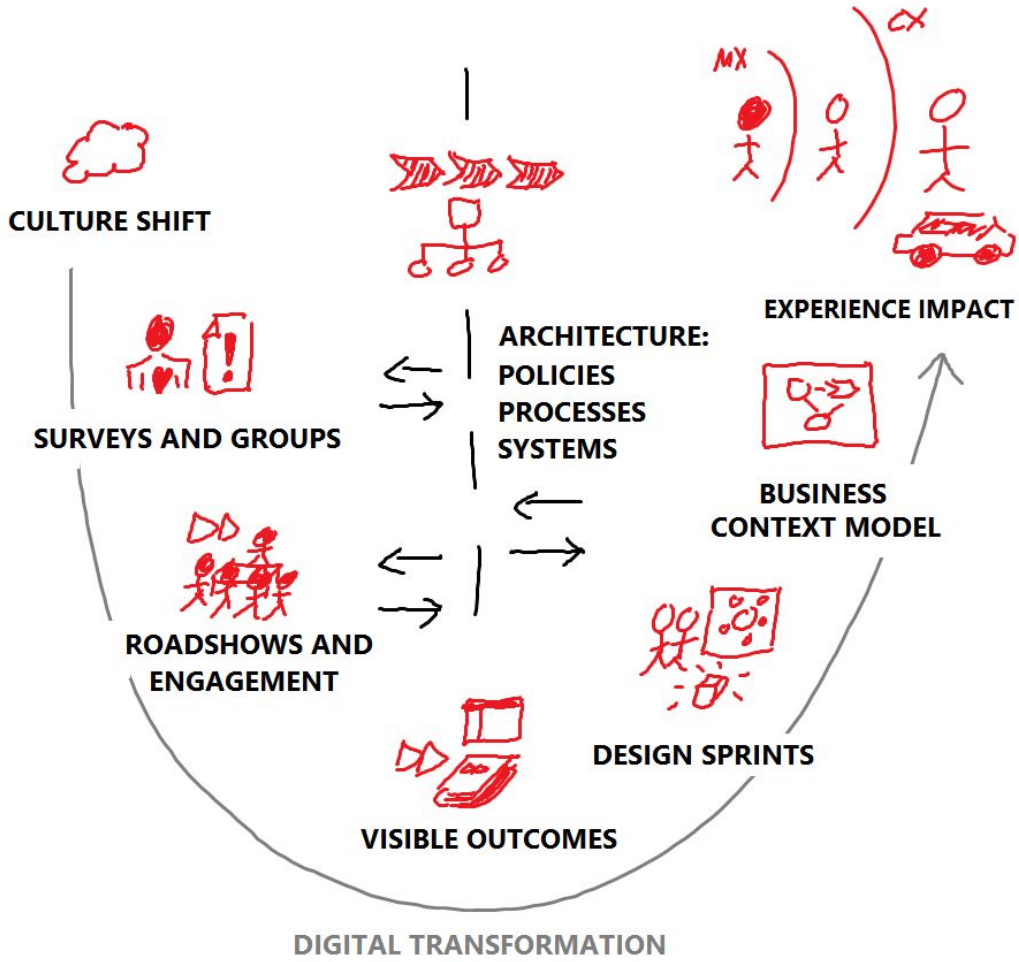
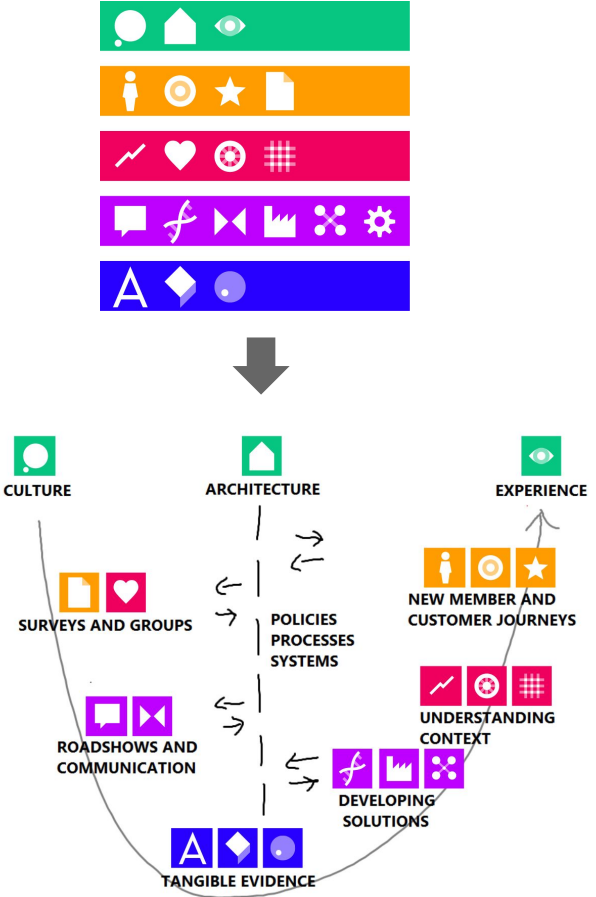


## Cultural Transformation



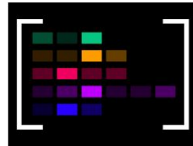
Intersection Video <https://www.youtube.com/watch?v=AhKNb7kWHvk>

# Using the stack



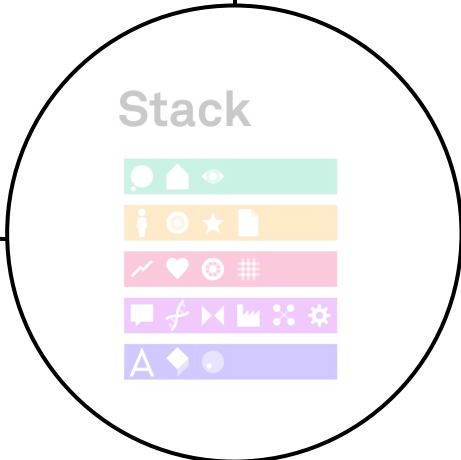
Enterprise  
Design  
Scan

Scan



Innovation

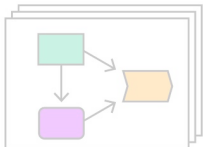
Sprint



Opportunities

Solutions

Scenarios



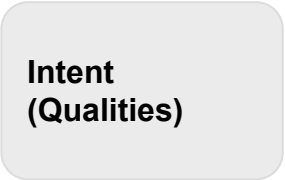
System



Transformation



# Enterprise Design Scan



<b>Qualitative Research</b>	User/Customer Research	Expert Sessions	Stakeholder Interviews
<b>Quantitative Research</b>	Top Tasks Survey		Assessment Survey
<b>Desk Research, Baseline Modelling</b>	Journeys, Processes	Systems, Resources	Goals, Objectives, Initiatives
<b>Data Analysis</b>	Analytics, Behaviour	Records, Data Models	Unstructured Data, Metrics



# Assessment Survey

with thanks to Gerry McGovern and Guy Stratermans

## What do you think about this enterprise?

Choose the 5 most important statements.



You are:  Customer  Employee  Manager

- Doesn't perform well, fails to deliver
- Doesn't do anything useful for me
- Obsessed with themselves
- Bad services
- Helpful technology
- Irrelevant, boring content
- Imitator, nothing special
- Doesn't care about me
- Adds more and more features/clutter
- Suffers from hierarchy and bureaucracy
- Old, difficult technology
- Cluttered, inconsistent look
- Useless, uninteresting product and tools
- Unwelcoming, cold, hard to access
- Clear what they stand for
- Useful products and tools
- Performs well, delivers on its promise
- Welcoming, good ambiance, accessible
- Useful and valuable to my life
- Not clear what they do and stand for
- Values customers, staff and others



# Assessment Survey

## What do you think about this enterprise?

As a customer these are the 5 most important statements about this enterprise:

Stack aspects	Criteria	Detractors	Promoters
<b>Big Picture</b>	<b>A clear, shared sense of purpose</b>		
Identity	Coherent brand image lived in culture	<input type="checkbox"/> Not clear what they do and stand for	<input type="checkbox"/> Clear what they stand for
Architecture	Is structured as a well-performing system	<input type="checkbox"/> Doesn't perform well, fails to deliver	<input type="checkbox"/> Performs well, delivers on its promise
Experience	Contribution to people's lives	<input type="checkbox"/> Doesn't do anything useful for me	<input type="checkbox"/> Useful and valuable to my life
<b>Anatomy</b>	<b>An understanding of the moving parts</b>		
Actor	Good relationships with all key stakeholder groups	<input type="checkbox"/> Obsessed with themselves	<input type="checkbox"/> Values customers, staff and others
Touchpoints	Supports touchpoints across people's journeys	<input type="checkbox"/> Disjointed experience	<input type="checkbox"/> Seamless experience
Services	A clear set of services with well-defined value add	<input type="checkbox"/> Bad services	<input type="checkbox"/> Valuable, helpful services
Content	High quality content on relevant topics	<input type="checkbox"/> Irrelevant, boring content	<input type="checkbox"/> Interesting, useful content
<b>Frames</b>	<b>Proactive and systemic innovation/transformation</b>		
Business	Develops new relevant products/business models	<input type="checkbox"/> Imitator, nothing special	<input type="checkbox"/> Novel and interesting offerings
People	Gets close to the people it addresses	<input type="checkbox"/> Doesn't care about me	<input type="checkbox"/> Cares about me
Function	Understands behaviours, develops relevant functionality	<input type="checkbox"/> Adds more and more features/clutter	<input type="checkbox"/> Serves a clear purpose
Structure	Clear domain focus, simple language	<input type="checkbox"/> Overcomplicates, loves jargon	<input type="checkbox"/> Focuses on what's relevant
<b>Design Space</b>	<b>Excellence in conceptual design</b>		
Communication	Communicates with clear messages on the right channels	<input type="checkbox"/> Annoying, distant, difficult to talk to	<input type="checkbox"/> Clear messages, easy to talk to
Information	Information is well managed, structured and presented	<input type="checkbox"/> Information is hard to find and understand	<input type="checkbox"/> Gives me information when I need it
Interaction	Interactions are well designed, useful tools and services	<input type="checkbox"/> Awkward interactions, hard to use	<input type="checkbox"/> Easy to use, good interactions
Operation	Well designed operating model and processes	<input type="checkbox"/> Slow and unreliable	<input type="checkbox"/> Fast and reliable
Organization	Good teamwork, flexible collaboration	<input type="checkbox"/> Suffers from hierarchy and bureaucracy	<input type="checkbox"/> Works flexibly as a network
Technology	Makes good use of technology	<input type="checkbox"/> Old, difficult technology	<input type="checkbox"/> Helpful technology
<b>Rendering</b>	<b>Good applied design</b>		
Signs	Good graphics, typography, interfaces	<input type="checkbox"/> Cluttered, inconsistent look	<input type="checkbox"/> Clear, consistent look
Things	Useful products, apps, tools	<input type="checkbox"/> Useless, uninteresting product and tools	<input type="checkbox"/> Useful products and tools
Places	Places are suitable to their users	<input type="checkbox"/> Unwelcoming, cold, hard to access	<input type="checkbox"/> Welcoming, good ambiance, accessible



# Enterprise Design Assessment

## Take Action Score: Customers

The enterprise should take action on these aspects:

Stack aspects	Criteria	Detractors	Promoters	Take Action Score
<b>Big Picture</b>	<b>A clear, shared sense of purpose</b>			
Identity	Coherent brand image lived in culture	6 %	2 %	11 %
Architecture	Is structured as a well-performing system	2 %	1 %	3 %
Experience	Contribution to people's lives	1 %	0 %	2 %
<b>Anatomy</b>	<b>An understanding of the moving parts</b>			
Actor	Good relationships with all key stakeholder groups	1 %	0 %	0 %
Touchpoints	Supports touchpoints across people's journeys	6 %	0 %	4 %
Services	A clear set of services with well-defined value add	12 %	4 %	24 %
Content	High quality content on relevant topics	3 %	2 %	2 %
<b>Frames</b>	<b>Proactive and systemic innovation/transformation</b>			
Business	Develops new relevant products/business models	2 %	0 %	1 %
People	Gets close to the people it addresses	1 %	1 %	1 %
Function	Understands behaviours, develops relevant functionality	2 %	2 %	2 %
Structure	Clear domain focus, simple language	0 %	0 %	0 %
<b>Design Space</b>	<b>Excellence in conceptual design</b>			
Communication	Communicates with clear messages on the right channels	5 %	1 %	1 %
Information	Information is well managed, structured and presented	2 %	0 %	1 %
Interaction	Interactions are well designed, useful tools and services	3 %	2 %	5 %
Operation	Well designed operating model and processes	7 %	1 %	12 %
Organization	Good teamwork, flexible collaboration	1 %	0 %	1 %
Technology	Makes good use of technology	2 %	0 %	1 %
<b>Rendering</b>	<b>Good applied design</b>			
Signs	Good graphics, typography, interfaces	14 %	2 %	19 %
Things	Useful products, apps, tools	4 %	1 %	2 %
Places	Places are suitable to their users	6 %	1 %	8 %
		<b>80 %</b>	<b>20 %</b>	<b>100 %</b>



# Enterprise Design Assessment

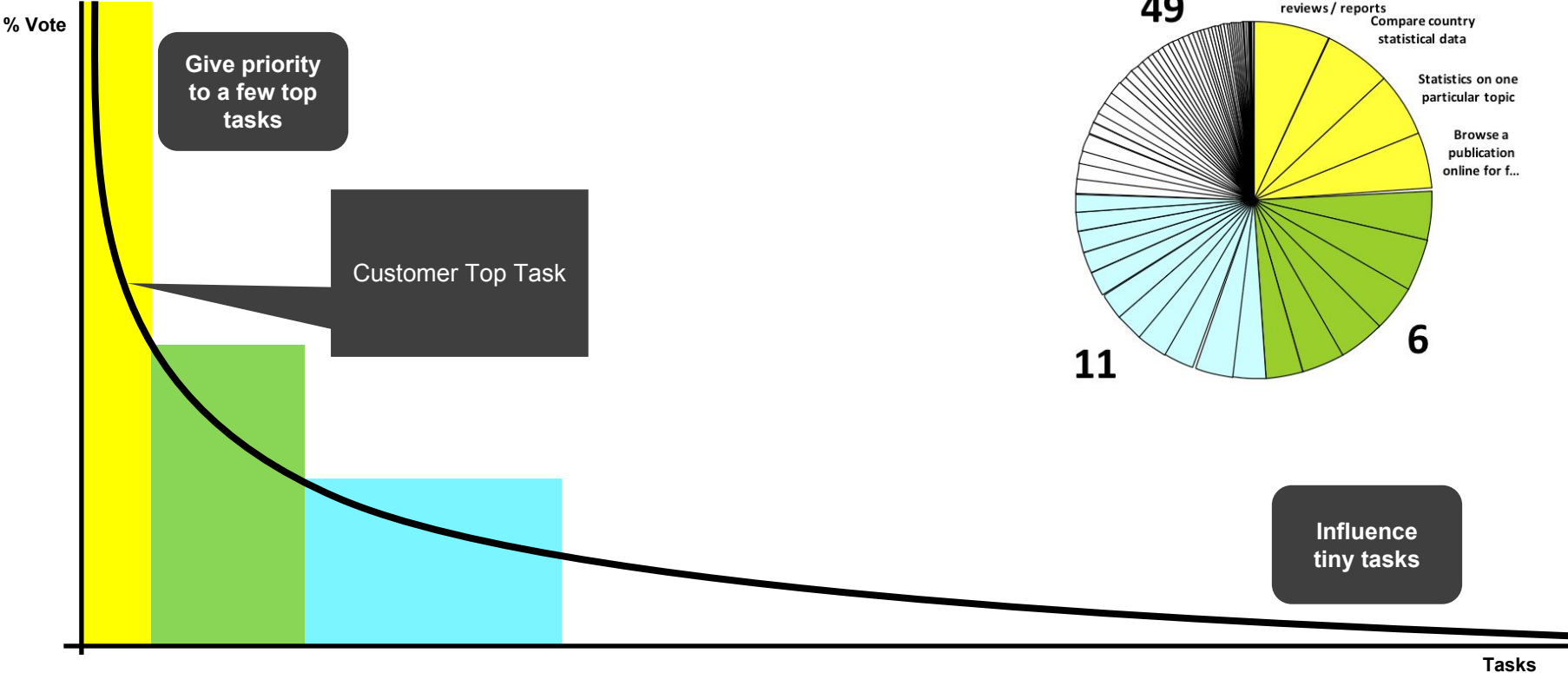
## Take Action Scores: Overview

This is what customers, managers, and employees would focus on:

Stack aspects	Criteria	Customers	Employees	Managers
<b>Big Picture</b>	<b>A clear, shared sense of purpose</b>			
Identity	Coherent brand image lived in culture	11 %	12 %	3 %
Architecture	Is structured as a well-performing system	3 %	2 %	3 %
Experience	Contribution to people's lives	2 %	10 %	2 %
<b>Anatomy</b>	<b>An understanding of the moving parts</b>			
Actor	Good relationships with all key stakeholder groups	0 %	1 %	3 %
Touchpoints	Supports touchpoints across people's journeys	4 %	4 %	2 %
Services	A clear set of services with well-defined value add	24 %	22 %	26 %
Content	High quality content on relevant topics	2 %	5 %	6 %
<b>Frames</b>	<b>Proactive and systemic innovation/transformation</b>			
Business	Develops new relevant products/business models	1 %	3 %	20 %
People	Gets close to the people it addresses	1 %	1 %	0 %
Function	Understands behaviours, develops relevant functionality	2 %	4 %	4 %
Structure	Clear domain focus, simple language	0 %	2 %	4 %
<b>Design Space</b>	<b>Excellence in conceptual design</b>			
Communication	Communicates with clear messages on the right channels	1 %	1 %	4 %
Information	Information is well managed, structured and presented	1 %	2 %	4 %
Interaction	Interactions are well designed, useful tools and services	5 %	4 %	9 %
Operation	Well designed operating model and processes	12 %	15 %	1 %
Organization	Good teamwork, flexible collaboration	1 %	2 %	3 %
Technology	Makes good use of technology	1 %	2 %	2 %
<b>Rendering</b>	<b>Good applied design</b>			
Signs	Good graphics, typography, interfaces	19 %	3 %	2 %
Things	Useful products, apps, tools	2 %	0 %	0 %
Places	Places are suitable to their users	8 %	5 %	2 %
		<b>100 %</b>	<b>100 %</b>	<b>100 %</b>



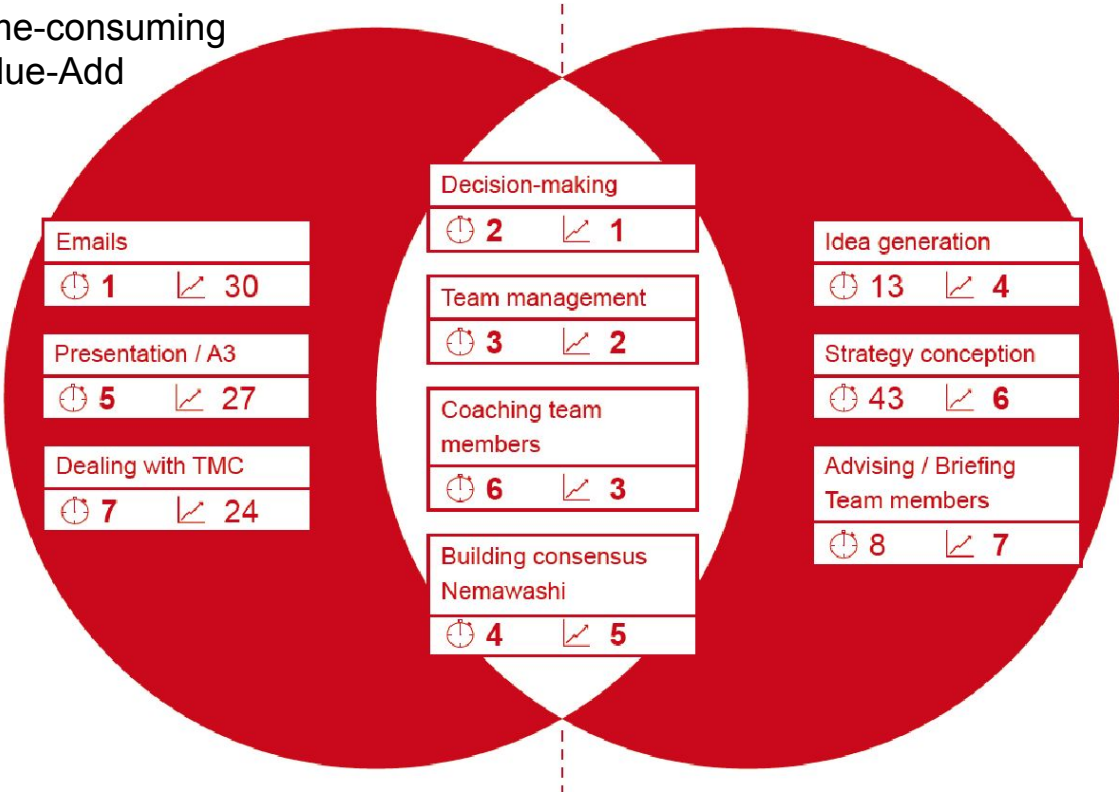
# Top Task Identification



Gerry McGovern / Customer CareWords  
Example data from OECD Top Task Identification

# Toyota Employee Top Tasks

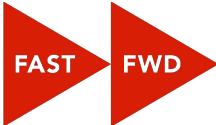
Time-consuming  
Value-Add



# Creating Momentum



**TOYOTA**



**FAST**

**FWD**

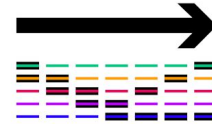


Enterprise  
Design  
Sprint

Scan



Sprint



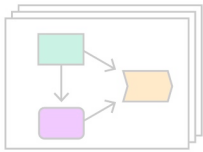
Stack



Opportunities

Solutions

Scenarios



System

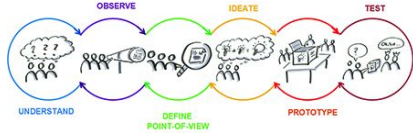
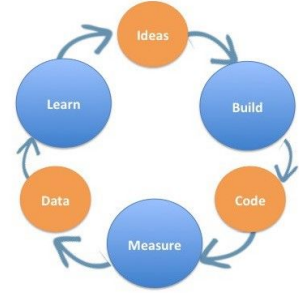
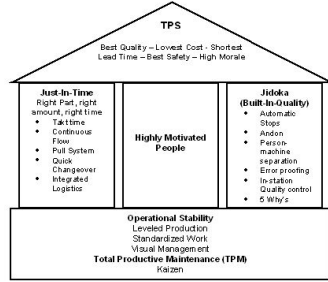
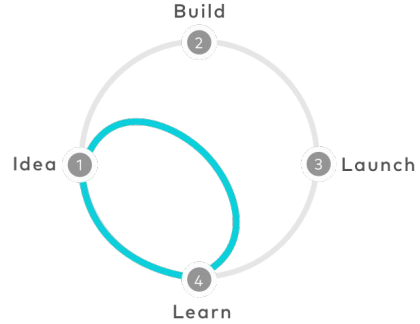


Transformation

Innovation



# Agile, lean, design thinking

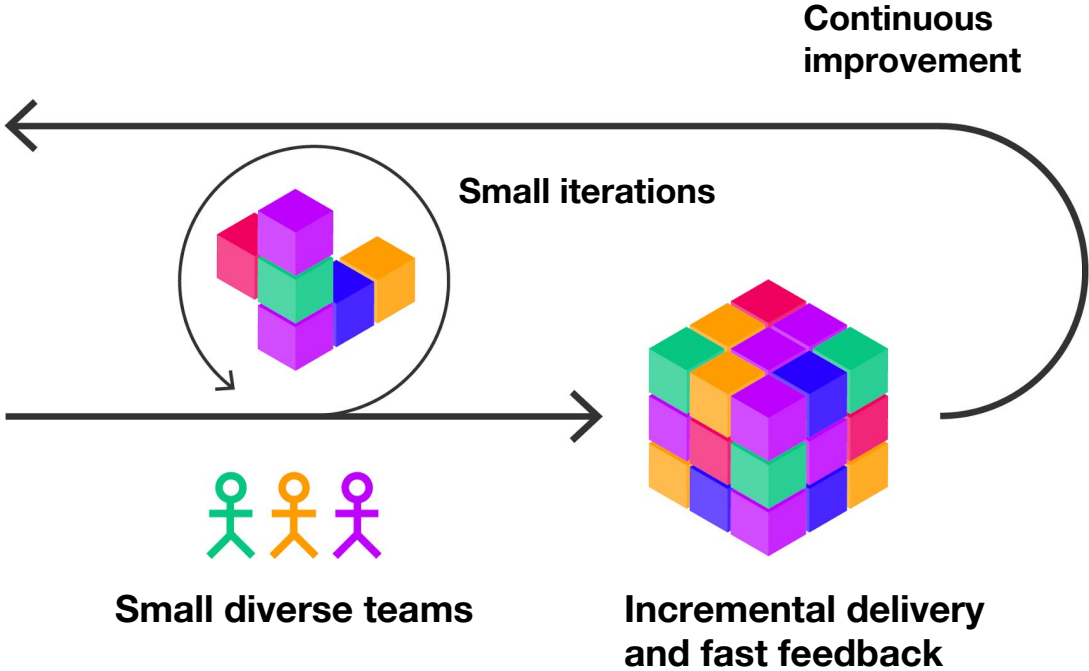
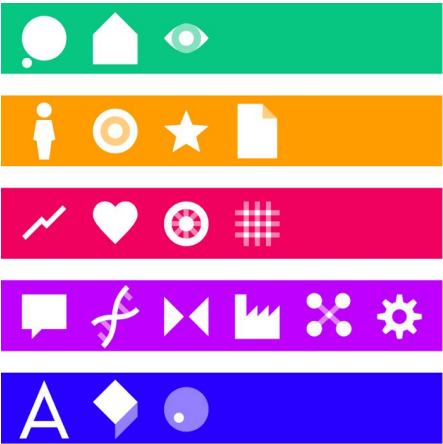


**TOYOTA**



# Enterprise Design Sprints

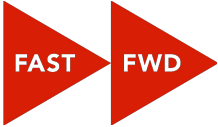
Look at everything that matters



# Real-life Enterprise Design Sprints



TOYOTA



# Approach

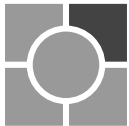
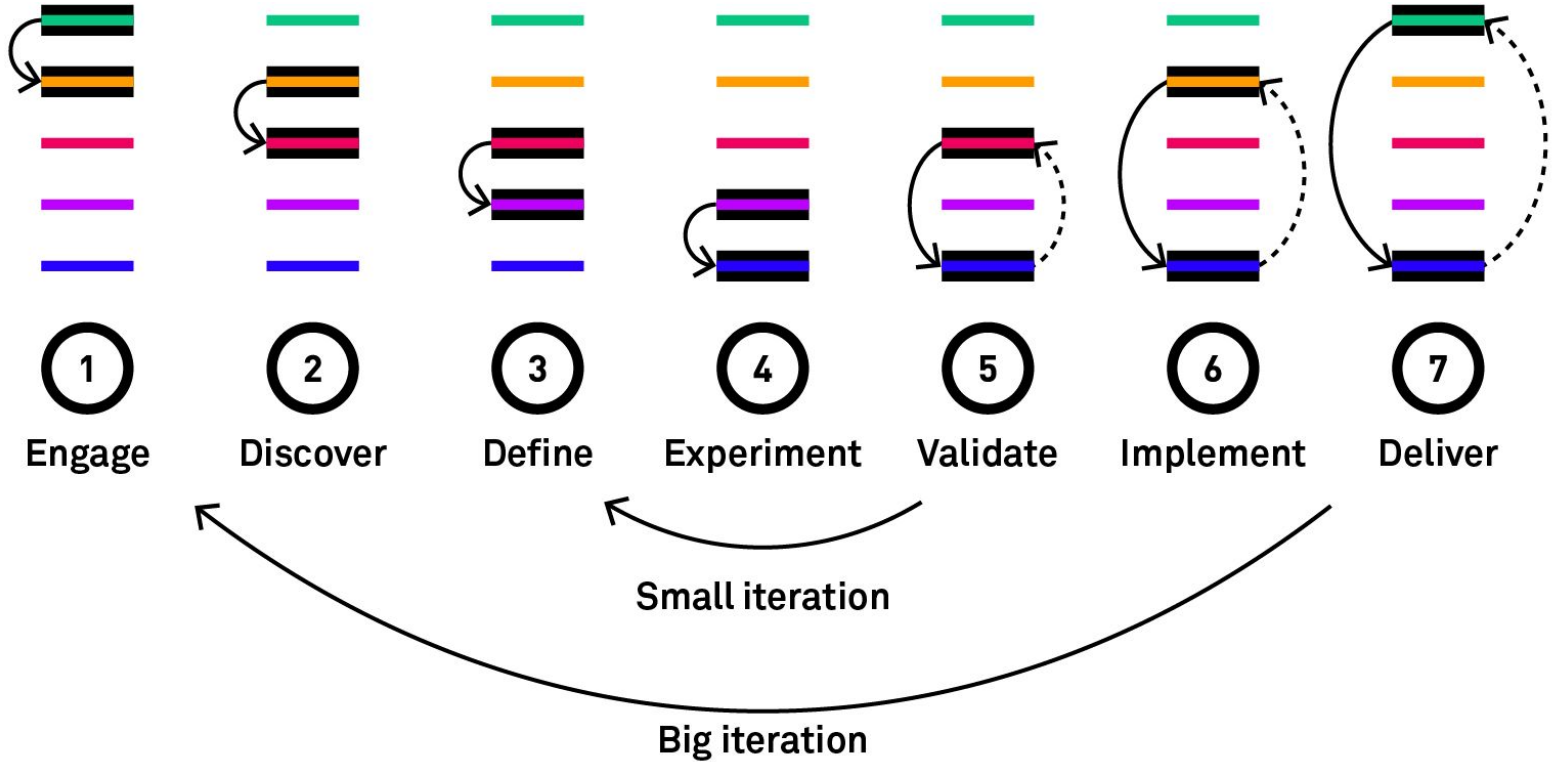
Big Picture

Anatomy

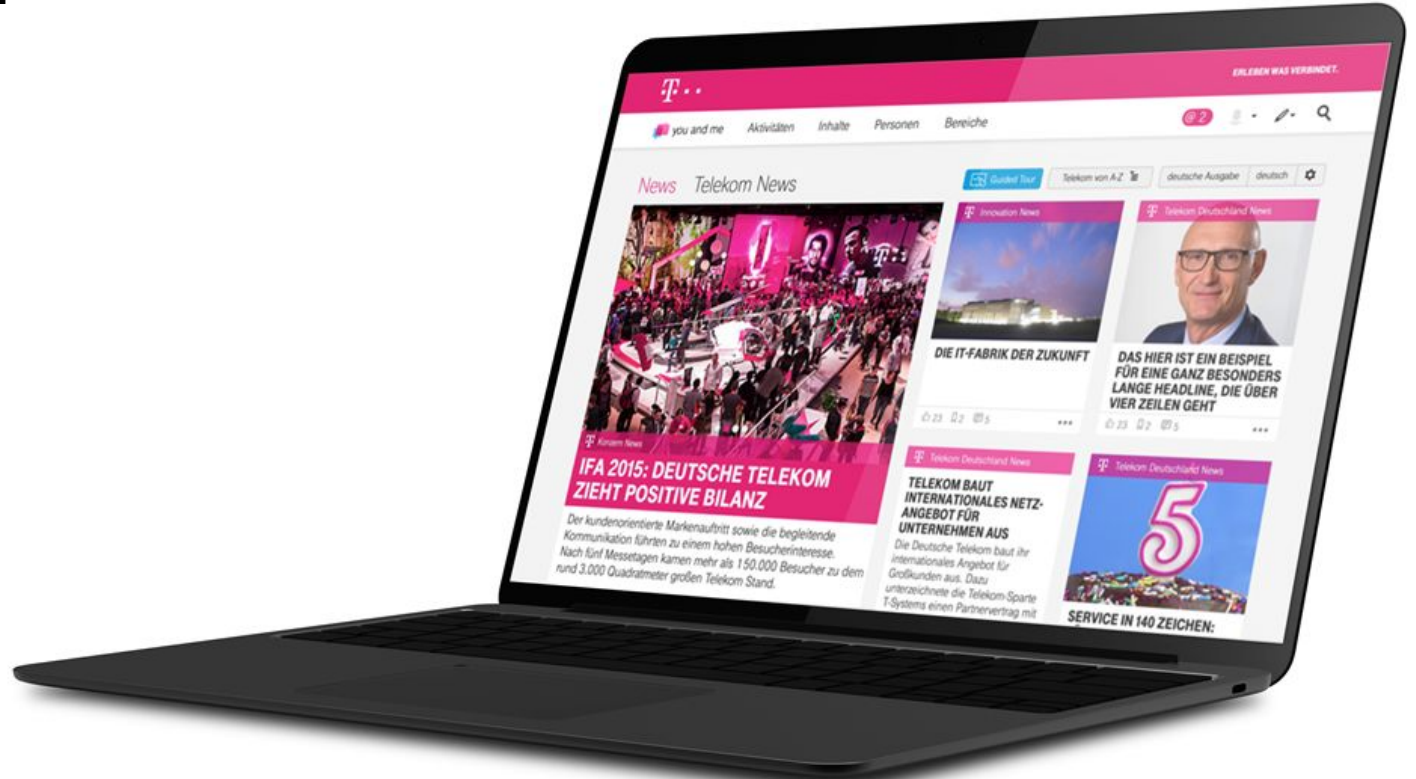
Frames

Design Space

Rendering

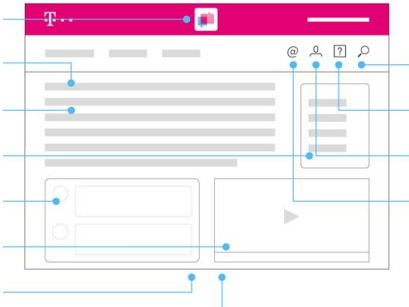
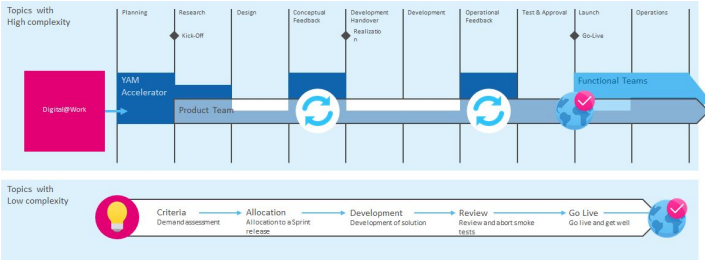
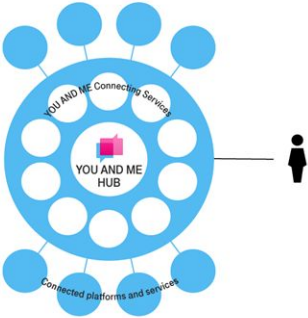


# Deutsche Telekom You + Me: A Sprint Story



[eda.cx/telekomsprint](http://eda.cx/telekomsprint)

# Define



Why

How

What

---

# Enterprise Design Sprint



## 2 Day Sprint

Two days sprint camp  
+ one day for  
documentation.



## 70 People

From all disciplines  
within the You and Me  
Team as well as  
experts.



## 12 Sprint Teams

Working on different  
topics.



## 6 Sprint Masters

Experienced  
moderators.





# Collaborate



---

# Flavours

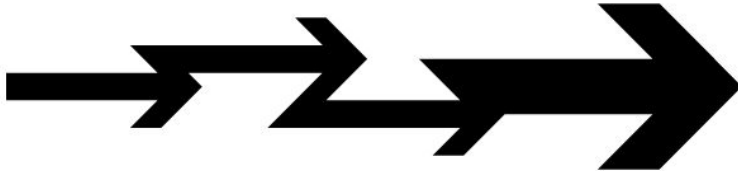
## Engagement

Focus on vision work and engaging people



## Experiment

Focus on generating ideas



## Strategy

Focus on developing strategies



## Realization

Focus on implementing new designs



## Meta

Focus on Enterprise Design approach and tools

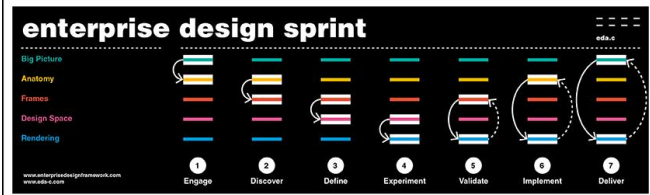


# database with activities, tools, experts

Name	Class	Stack Aspects	Sprint Activities	EDML Simple Views	EDML Composite Vi...
Affinity Diagram	Structure		Write Sticky Notes		
Brand Architecture	Structure	Identity	Modelling Session	Identity View	
Brand Persona	Canvas	Identity	Make Personas	Identity View	
Business Model Canvas	Canvas	Business	Fill out a canvas		
Domain Model	Structure		Modelling Session	Structure View	
Effort vs. Value Map	Numbers		Sort, Stack, Align		
Hypothesis Test Cards	Canvas		Hypothesis		
Journey Map	Flow	Touchpoints	Task/Journey Modelling	Touchpoint View	
Lean Canvas	Canvas		Fill out a canvas		
Mental Model	Mapping	Function People	Task/Journey Modelling		People to Function
Milky Way	Mapping	Operation Technology Architecture	Modelling Session		Architecture to Technology
Non-Profit BMC	Canvas		Fill out a canvas		
Persona	Canvas	People	Make Personas	People View	
Problem Framing Template	Canvas		Problem Framing		
Project Canvas	Canvas		Fill out a canvas		
Service Canvas	Canvas		Fill out a canvas		
Stakeholder Map	Structure	Actors	Stakeholder Mapping	Actor Map	
Storymap	Flow	Function	Storymapping		Function to People
Top Tasks	Numbers				Actors to People
Value Proposition Canvas	Canvas	People Business	Fill out a canvas		
Viable System Model	Structure	Organization Architecture	Modelling Session		
Service Blueprint	Mapping	Touchpoints Operation Services	Task/Journey Modelling		Custom Sequential/Stack



# enterprise design sprint canvas



**1. engage** 0:15

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

**Briefing** Designer: 0:05

Express the problem statement, find the right question. Ask why questions.

Statement Issue

**Challenge** Designer: 0:05

We will (re)design \_\_\_\_\_ for \_\_\_\_\_ in a world where \_\_\_\_\_

**2. discover** 0:20

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

**Interview** User: 0:05

What's your pain...

**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... ?

**3. define** 0:20

Capture the status quo > envision the future: make models

Verb Noun Adjective

Link Flow

**As is** Designer: 0:05

Draw a model of the current environment.

**To be** Designer: 0:05

Draw a model of your solution.

Discuss your solutions Designer: 0:05

**4. experiment** 0:10

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

**Story** Designer: 0:05

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

**Sketches** Designer: 0:05

Idea 1 Idea 2 Idea 3  
 Idea 4 Idea 5 Idea 6

**5. validate** 0:20

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

**User feedback** User: 0:05

1  
2  
3  
4  
5  
6

**Client feedback** Client: 0:05

1  
2  
3  
4  
5  
6

**6. implement** 0:15

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

**Blueprint** Designer: 0:05

Timeline

Touchpoint

User activity

Visible client activity

Hidden client activity

Support process

Discuss your blueprints Client: 0:05

**7. deliver** 0:05

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

**Your first tweet** Designer: 0:05

Draw your key message

Your Twitter handle

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

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

Enterprise  
Design  
**Scenarios**

Scan



Innovation

Sprint



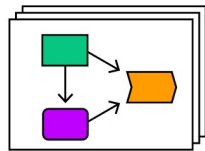
Stack



Opportunities

Solutions

**Scenarios**

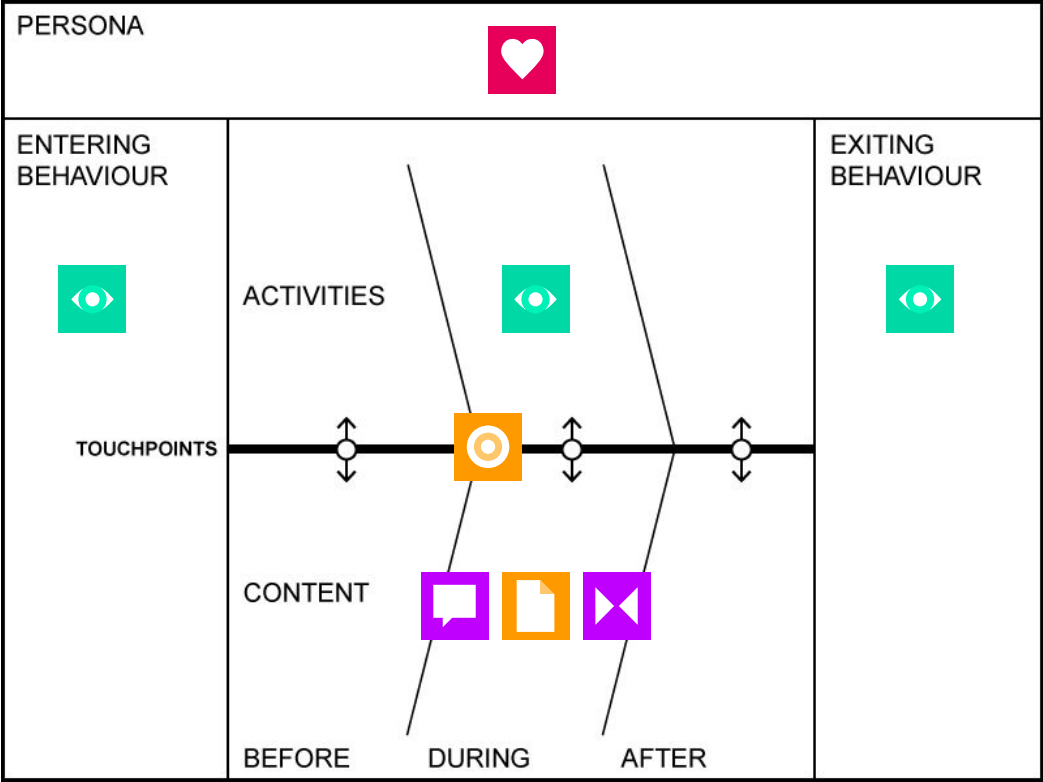


System



Transformation

# Custom models



# PERSONA DAVID

## ENTERING BEHAVIOUR

**SKEPTICAL  
CRITICAL**

NOT interested  
No time (too busy)  
Narrow minded

High self esteem (pro)  
Serious (no smile/laugh)  
not accessible

Current HR process (approx)  
Problem/results over people  
Silos (not recognise/not aware)

Self confidence of right skills  
control

## ACTIVITIES

- Moody
- CHECK EMAIL
- Attend meetings (many)
- Calls/conference
- travel
- Quick greeting (team)
- Sit back (→ opportunity for catch up)
- Eat @ desk
- control (mgt) team (micromanager)

TOUCH POINTS

## CONTENT

- email by Top 4 to attend "in touch"
- catch up at smores break
- lunch / break/last
- ?

BEFORE

REALITY

- Pop in (quids) alone to check
- CHALLENGE (point out weakness)

Expectation take time

- stay & listen to key message
- understand & realize
- Bring his team

Within/PPA linked

⊗

- \* Grab him!
- Face to face @ exhibit / key points
- Brochure
- testimonial (evidence story) from ~~between~~ members / NMD

DURING

Link to/ productivity of people

AFTER

- GREET, APPRECIATE
- Say "hello", thank you
- Talk to his people (try to know them)
- Invite team for team building
- Eat with his team
- TRUSTS PEOPLE
- Send team for training
- More people oriented (Break) silo

## EXITING BEHAVIOUR

Understand NMD Reason  
AWARENESS about NMD  
Questioning oneself  
"Convinced?" NMD is no waste of time money

Understanding HUMAN TOUCH importance  
Wants to become a better leader

Bring his team together  
(more) accessible

Consider to cascade - via the talk  
Try to find business context for NMD  
NMD is not a threat for him  
Recognises he was in a silo

# enterprise



Digital Interaction

UNISDR.org

Understand the Mission

PreventionWeb.net

Discover DRR Identify Individual Challenges

Campaign Sites

Get Involved ...

Event Sites

... Learn / How-to Collaborate



Service Lines

DRR Framework

Overview / Introduction

Monitoring

Measures

... ..

Evidence

Explanations

Statistics

...

... ..

Events

Announcements  
Participation

Calendar

Global / Regional Platforms

Workshops

Community

Public Social Networks

Topic Discussion

Dating

Collaboration

Management

Business Case

...

...

... ..



Value

100% Message

80%

Tools

10%

Progress

5%

Support

Level of Involvement

KPIs

KPIs

KPIs

KPIs



Actors

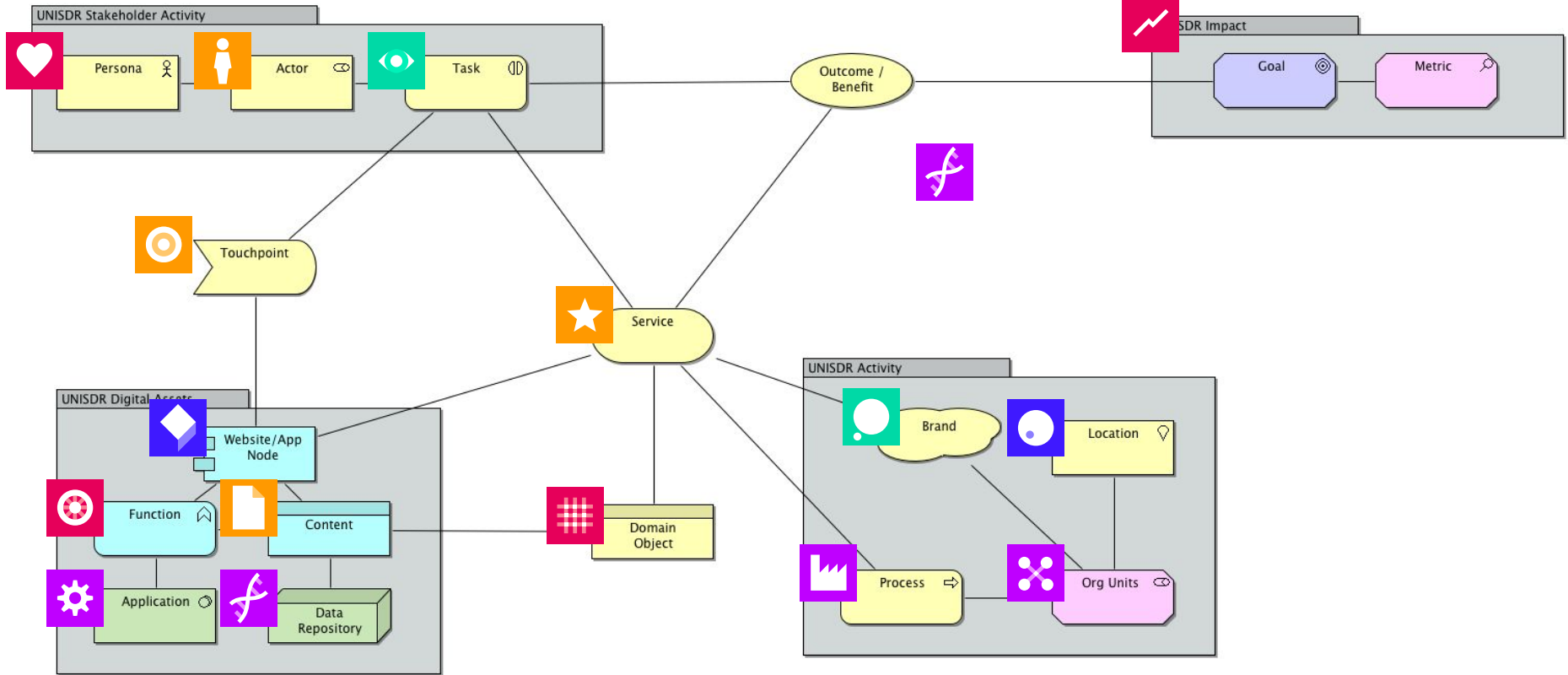
- UNISDR
- National Governments
- Local Governments
- Regional Governments

- United Nations
- Media
- Champions
- Parliamentarians

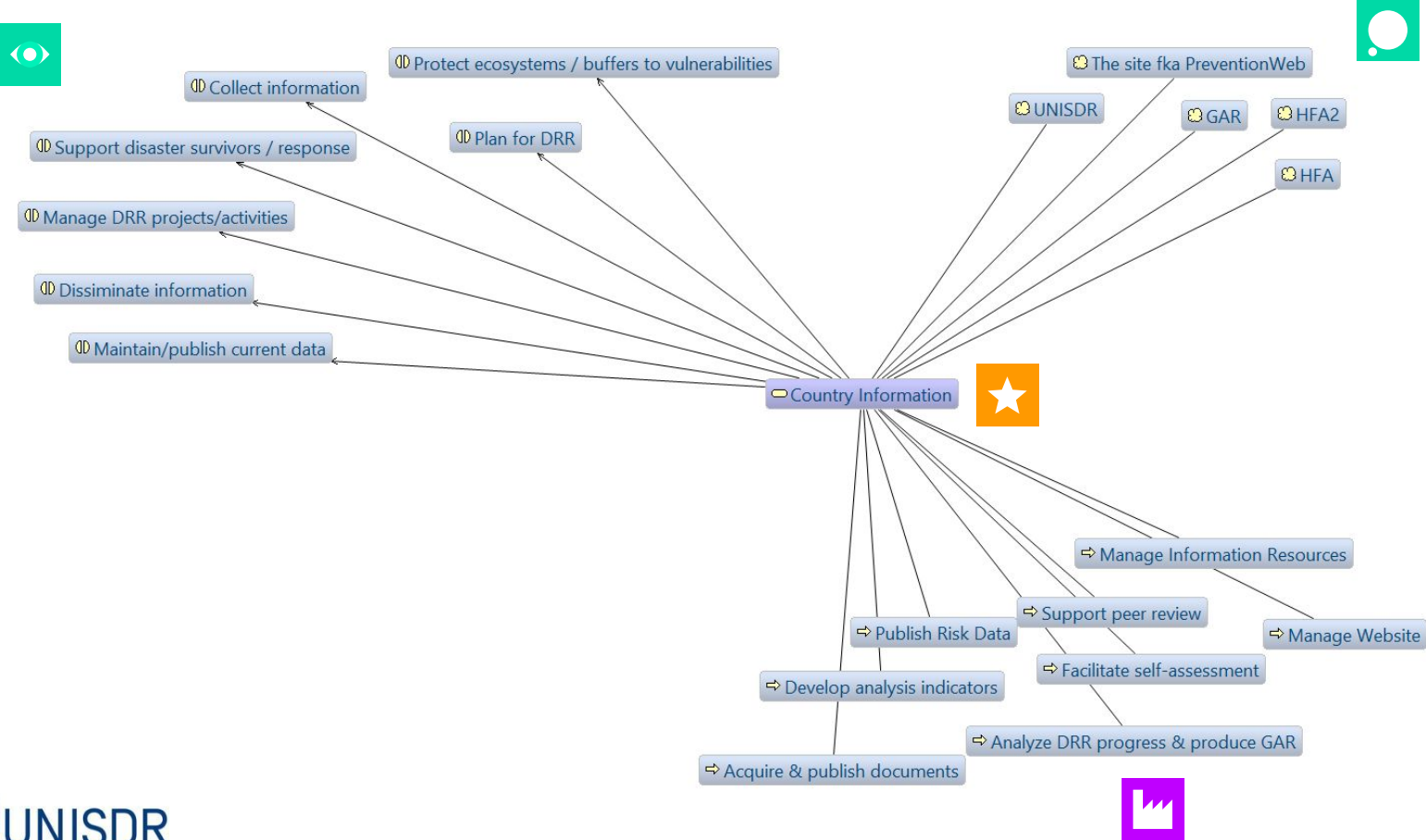
- Private Sector
- NGOs
- Red Cross
- Worldbank / Donors

- Academic Community
- Citizens
- Teachers / Children
- Networks

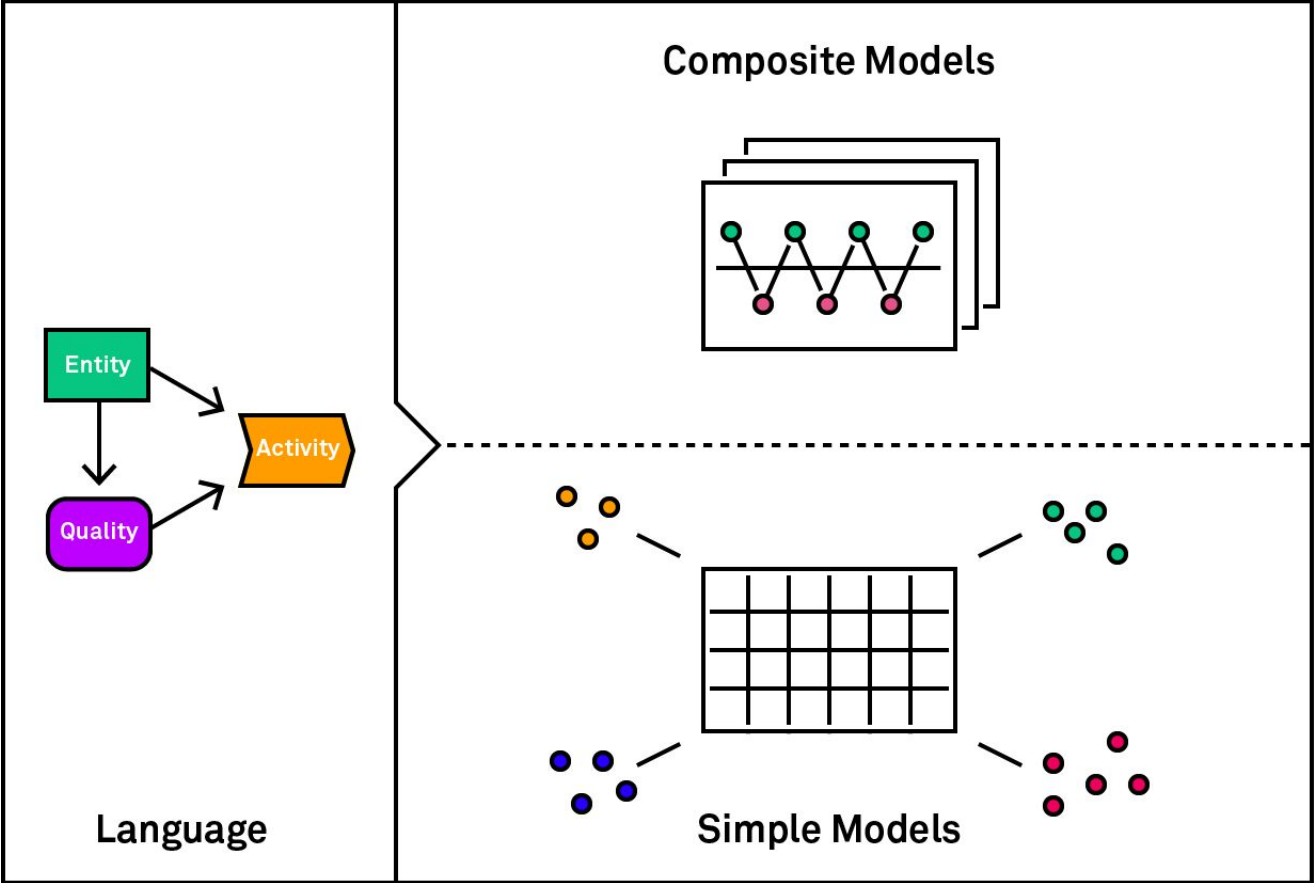




# Service identification

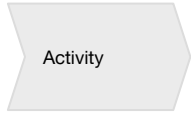


# Modelling Framework



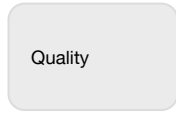
# Elements

## Vocabulary



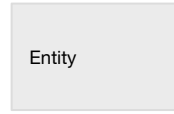
Activity

Enterprise dynamics and behaviour:  
Process, Task



Quality

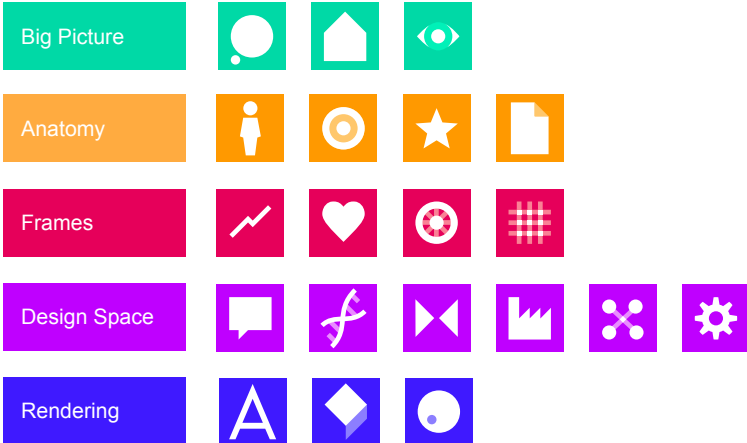
Enterprise motivation and performance:  
Goal, Value, State



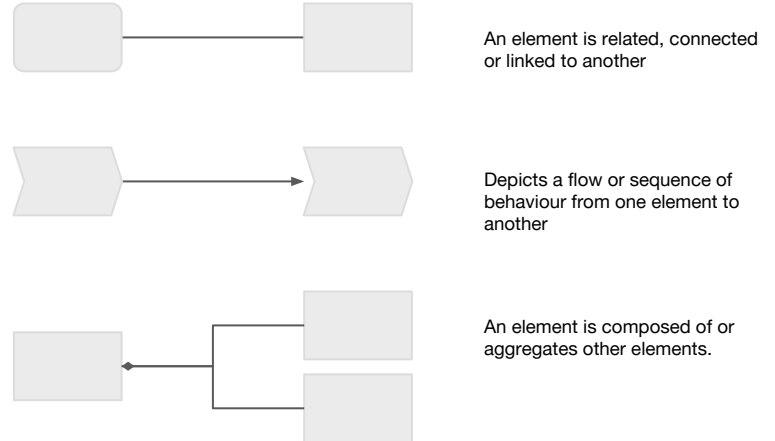
Entity

Enterprise structure and assets:  
Entity, Concept

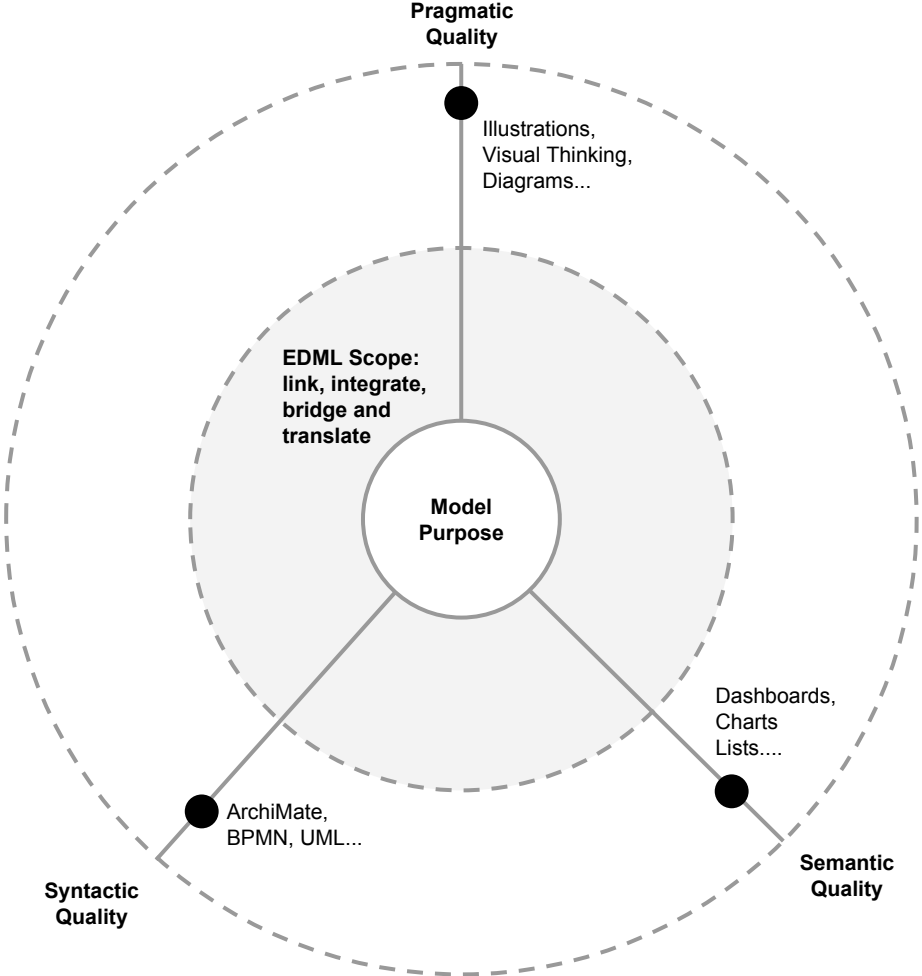
## Stack Aspects



## Relations



# Model qualities



with thanks to  
Sandeep Johal,  
Leonardo Consulting

# Modelling journey

Users start with **rough sketches** and **free form models** before evolving to **more detailed models** over time. Its a **dynamic process**.

Users need **state-of-the-art** models for their **evolving disciplines** and easy free form options to **create their own models**.

Sometimes **simpler versions** of models are build for presentations. Modelling tools do not provide the **necessary level of detail** or **visual attractiveness** to support a successful stakeholder presentation.

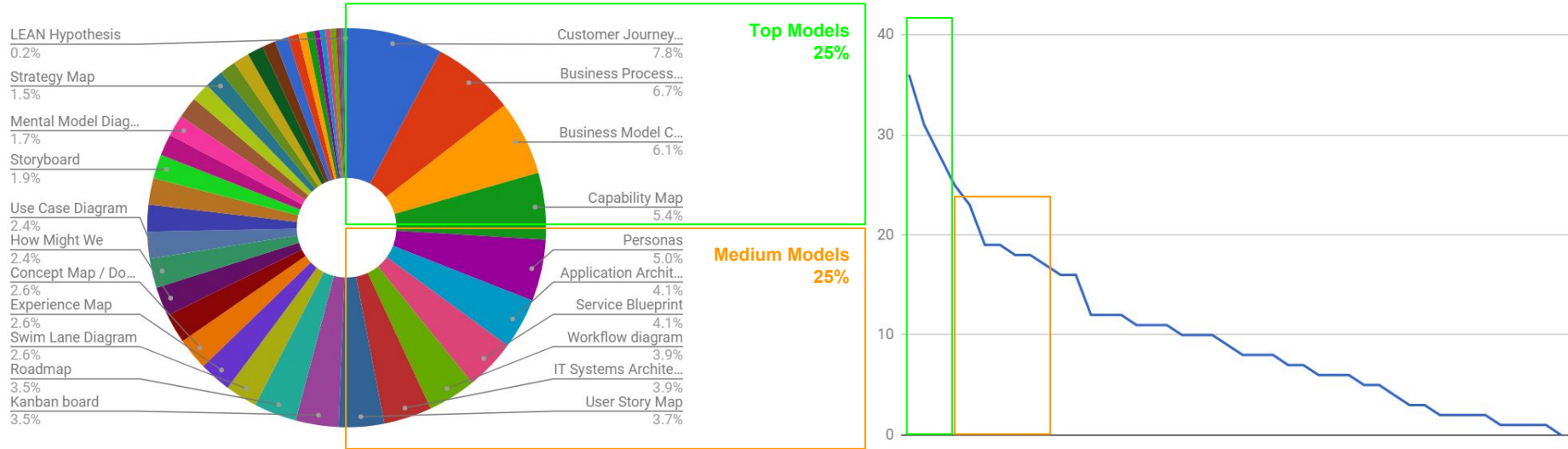


Modelling is a **way of discussion** to put down everyone's thoughts in a structured way. Models are often times **iterated over a long time** and validated in the team and with stakeholders. There is a **need for easy collaboration**.

**Keeping models up to date** is a huge challenge and very time consuming.

The main purpose of many models is to get **stakeholder agreement** on decisions or plans. **Powerpoint** is the tool of choice, modelling tools need to integrate better.

# Top Model Survey 12/2017 - Results (155 responses)



# Ent-Air-Prise

## Example Pre/Post Flight Blueprint



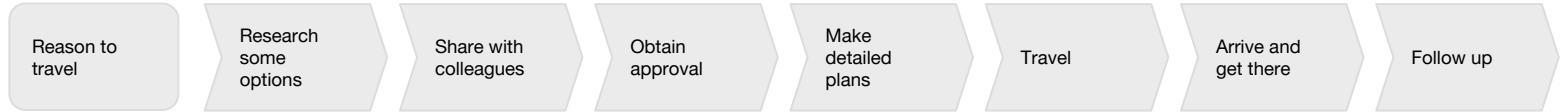
**Actor**  
Business Passenger



**Persona**  
Bertrand Busy



**Passenger Experience**



**Journey**



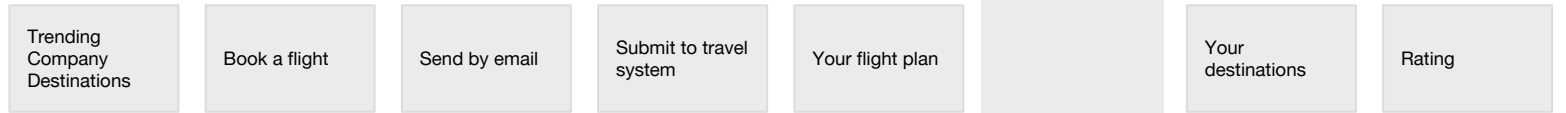
**Functions**



**Interactions**



**Website / App Screens**



See [Flight Blueprint](#)





# Ent-Air-Prise Persona Bertrand Busy



**Characteristics**

Bertrand travels a lot for his company. He expects swift and easy planning, and a painless and frictionless flight experience.

**Likes**

- Speed
- Having power for his laptop

**Dislikes**

- Losing time

**Links**

- Business Passenger
- Loyalty Scheme Member

**Day in the life**

8:00 Brief for meetings

10:00 In meetings

12:00 Just a quick lunch with staff

14:00 Rush to the airport, finish deck

18:00 Go to business dinner

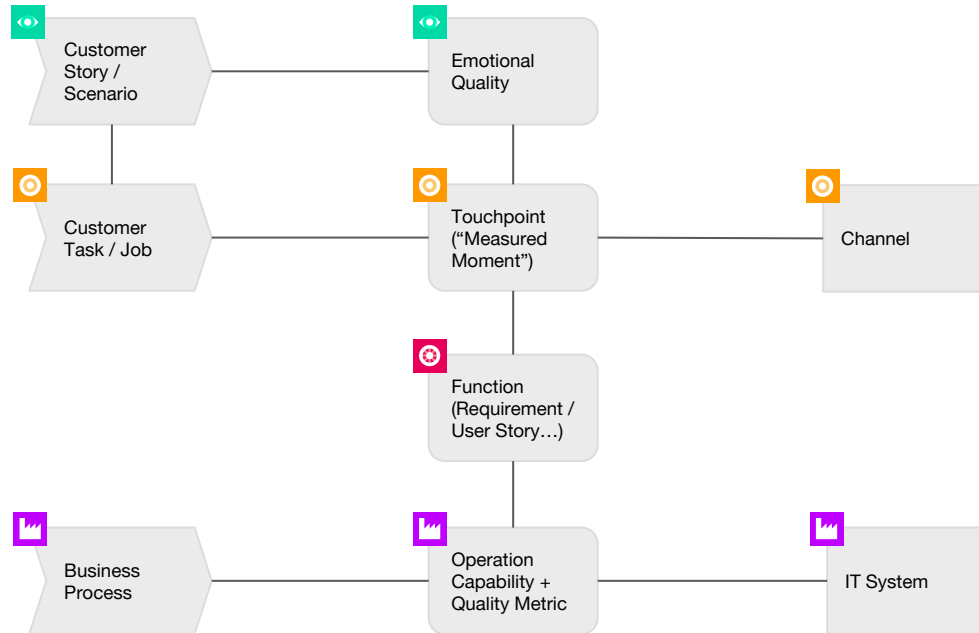
**Top Tasks**

- Sync with his calendar
- Get travel approval
- Coordinate with colleagues


**Tools**


- New smartphone
- iWatch

# Core Metamodel



# Blueprinting Vocabulary

 **Actor**  
Customer Segment

 **Persona**  
Customer Persona

 **Business Plan**  
Business Goals/Objectives/Plan

*Who are we designing for?  
What are their goals, what are ours?*

 **Customer Experience**

*Story:*  
"I need to prepare for later"

*Emotion:*  
Safe, Happy, Surprised


*What is our role in our customer's lives?  
What happens in the field in daily customer interaction?*


 **Customer Journey**


*Task:*  
Compare packages

*Channel:* Online / Offline, Web / Mobile

*Touchpoint:*  
Bank visit, open the app +metrics

 Document, Piece of content

 Message, dialogue

 App/Website Screen

 **Delivery Capability**

*Function / Capability:*  
Rate simulation

*What capabilities do we have to build and develop in order to meet and exceed our customer's expectations?*

**Business Processes**


*Business Process:*  
Handle claim


*Operational Quality:*  
Speed, Accuracy

*How do we implement the capabilities needed in our daily operations, business processes and IT systems?*

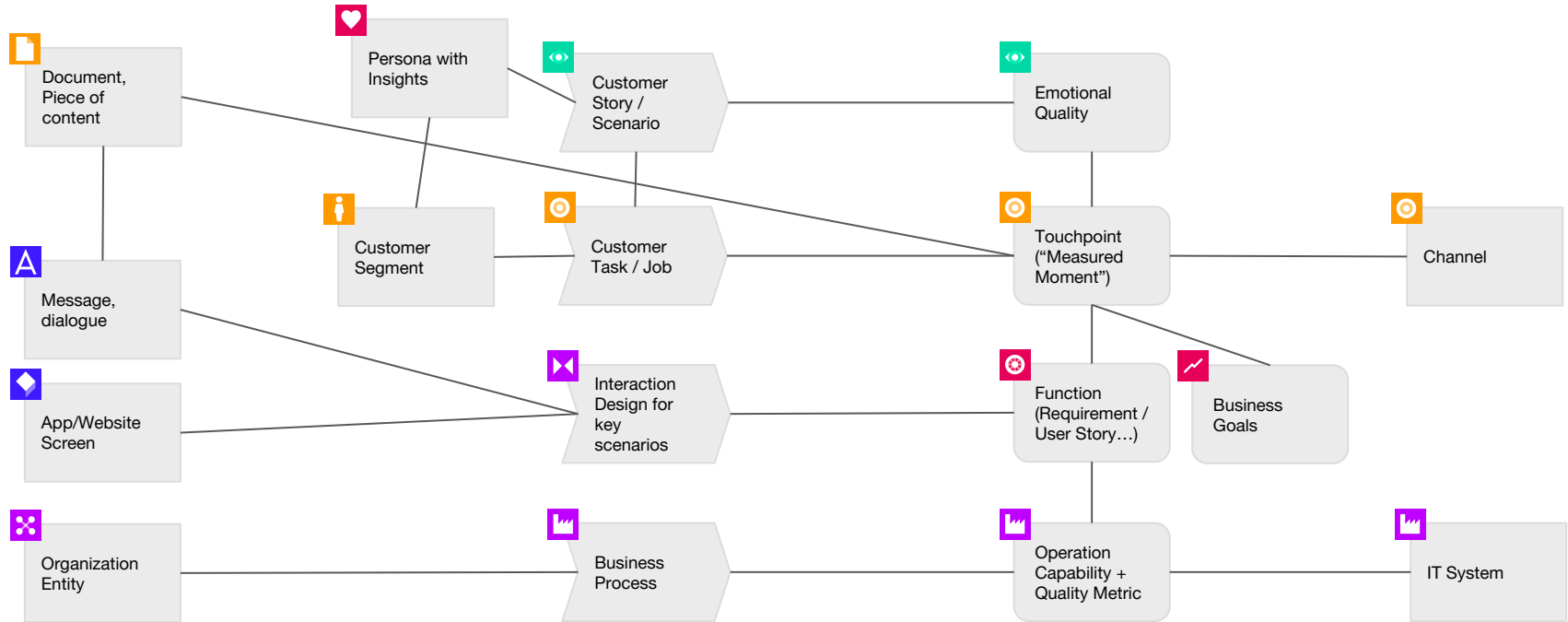
 **IT Systems**

*IT System:*  
CRM, PolicyDB

 Interaction Design for key scenarios

 Organization Entity responsible for a process

# Extended Metamodel :)



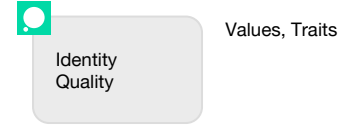
-----  
**Enterprise Design  
with QualiWare**

# EDML Elements

## Big Picture

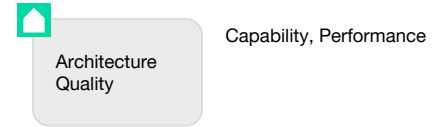
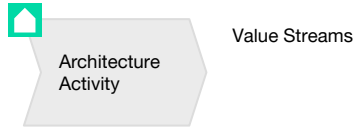
### Identity

Who are we, what do we stand for? What is this about?



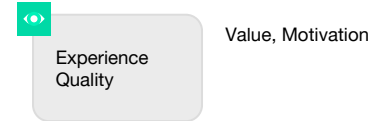
### Architecture

What can we do, how does it all work? How does it fit together?



### Experience

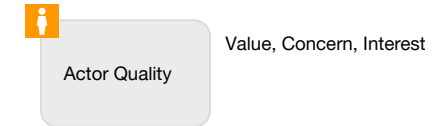
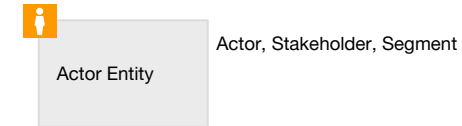
What is our role in people's lives?



## Anatomy

### Actors

Who is important, what matters to them?



# EDML Elements

## Touchpoints

Where do we meet people, what is their journey?



Touchpoint  
Activity

Step, Task



Touchpoint  
Entity

Channel, Context



Touchpoint  
Quality

Touchpoint, Moment

## Services

How do we create value for our audiences?



Service  
Activity

Service, Activity



Service  
Entity

Resource, Asset



Service  
Quality

Performance, Quality

## Content

What content matters, for what purpose?



Content  
Activity

Use, Production



Content  
Entity

Item, Piece, Element



Content  
Quality

Meaning, Value, Quality

## Frames

## Business

What do we offer, what is success?



Business  
Activity

Activity, Task, Process, Service



Business  
Entity

Product, Resource, Market



Business  
Quality

Goal, Value

# EDML Elements

## People

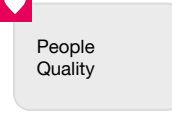
Who are we designing for? What do they do, want, need?



Behaviour, Task, Activity, Job



People, Profile, Persona



Trait, Value, Need, Desire

## Function

What purpose are we designing for?



Behaviour, Activity



Asset, Resource



Function, Purpose, Goal, Quality, Requirement

## Structure

What matters to our design?



Action, Use



Concept, Object, Entity

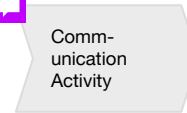


Attribute, Characteristic, Property

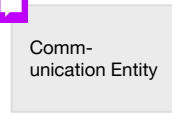
## Design Space

## Communication

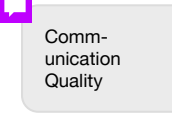
How and what are we communicating?



Message, Communication



Medium, Channel, Support



Reach, Impact, Meaning



# EDML Elements

## Information

How do we structure and manage information, make it easy to find, access and use?



Information  
Activity

Decision, Use



Information  
Entity

Information, Node, Item



Information  
Quality

Interpretation, Value

## Interaction

How are we facilitating interactions?



Interaction  
Activity

Interaction, Task, Job, Step



Interaction  
Entity

Device, Interface, App, Website



Interaction  
Quality

Goal, Motivation, State

## Operation

How do we design our operational processes?



Operation  
Activity

Process, Service, Task



Operation  
Entity

Resource, Asset, Item



Operation  
Quality

State, Condition,  
Performance, Rule

## Organization

How are we organizing our work in teams?



Organization  
Activity

Job, Task, Activity, Responsibility



Organization  
Entity

Organization, Team, Unit, Group



Organization  
Quality

Purpose, Function,  
Objective

# EDML Elements

## Technology

How are we making use of technology?



Technology Activity

Behaviour, Use, Service



Technology Entity

Component, System, Node



Technology Quality

Purpose, Performance, Feature

## Rendering

### Signs

Who are we, what do we stand for? What is this about?



Sign Activity

Perception, Understanding



Sign Entity

Sign, Medium, Artefact



Sign Quality

Perception, Understanding

### Things

Who are we, what do we stand for? What is this about?



Thing Activity

Description, common terms



Thing Entity

Thing, Artefact



Thing Quality

Purpose, Function

### Places

Who are we, what do we stand for? What is this about?



Place Activity

Journey, Path



Place Entity

Place, Space



Place Quality

Purpose, Function

Enterprise  
Design  
System

Scan



Sprint



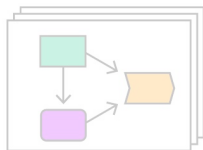
Stack



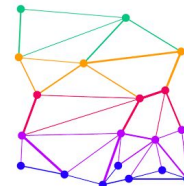
Opportunities

Solutions

Scenarios



System



Transformation

Innovation

# System

## Network

Shared principles and vision

Self-organization of building blocks

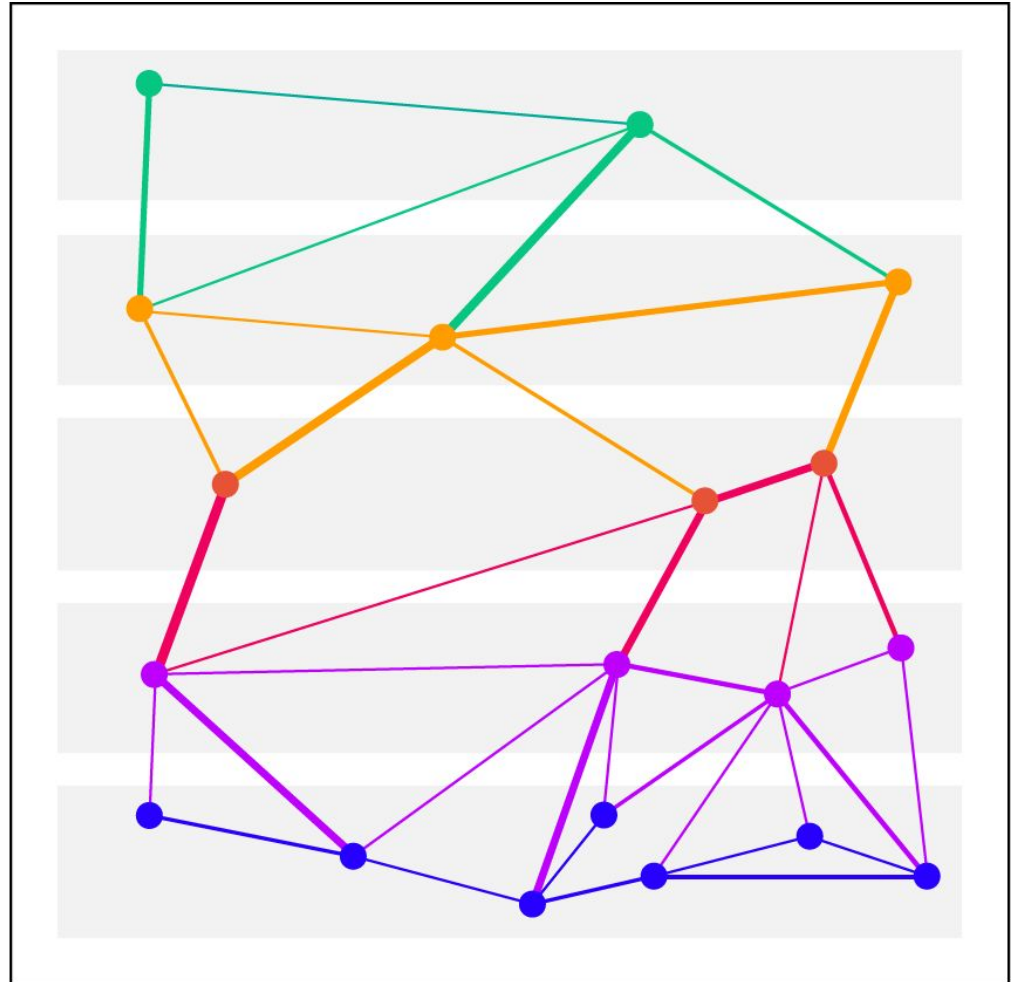
Initiatives and ideas based on perspectives

## System

Design spaces and patterns

## Generator

Generated solutions



-----  
**Milan Guenther**

Partner

milan@eda.cx

**enterprisedesign.io**

**hello@eda.cx**

**@ent\_des**

**Enterprise**

**Design**

**Associates**