



Digital Transformation with ePerspectives

Digital Enterprise Method & Framework

THE EVOLUTION OF X-CAPABILITY MODEL (XCM) SCM (Strategic Capability Model)

Arsalan N. Rad

Distinguished Enterprise & Business Architect (The Open Group)

Career Roles

- Founder & Managing Director EAtransform
- Global Head of Digital and Consulting | Esplendor Group - UK/Europe
- Head of Consulting Partners, EA & Digital | Wipro - UK/Europe
- Director CIO Advisory, Executive Architect | IBM UK/Europe
- Managing Director | ODC Netherlands
- Head of Enterprise Architecture | DXC Europe
- Senior Consultant | Accenture Sweden
- Practice Leader Object Technology Practice | IBM North America



EA TRANSFORM

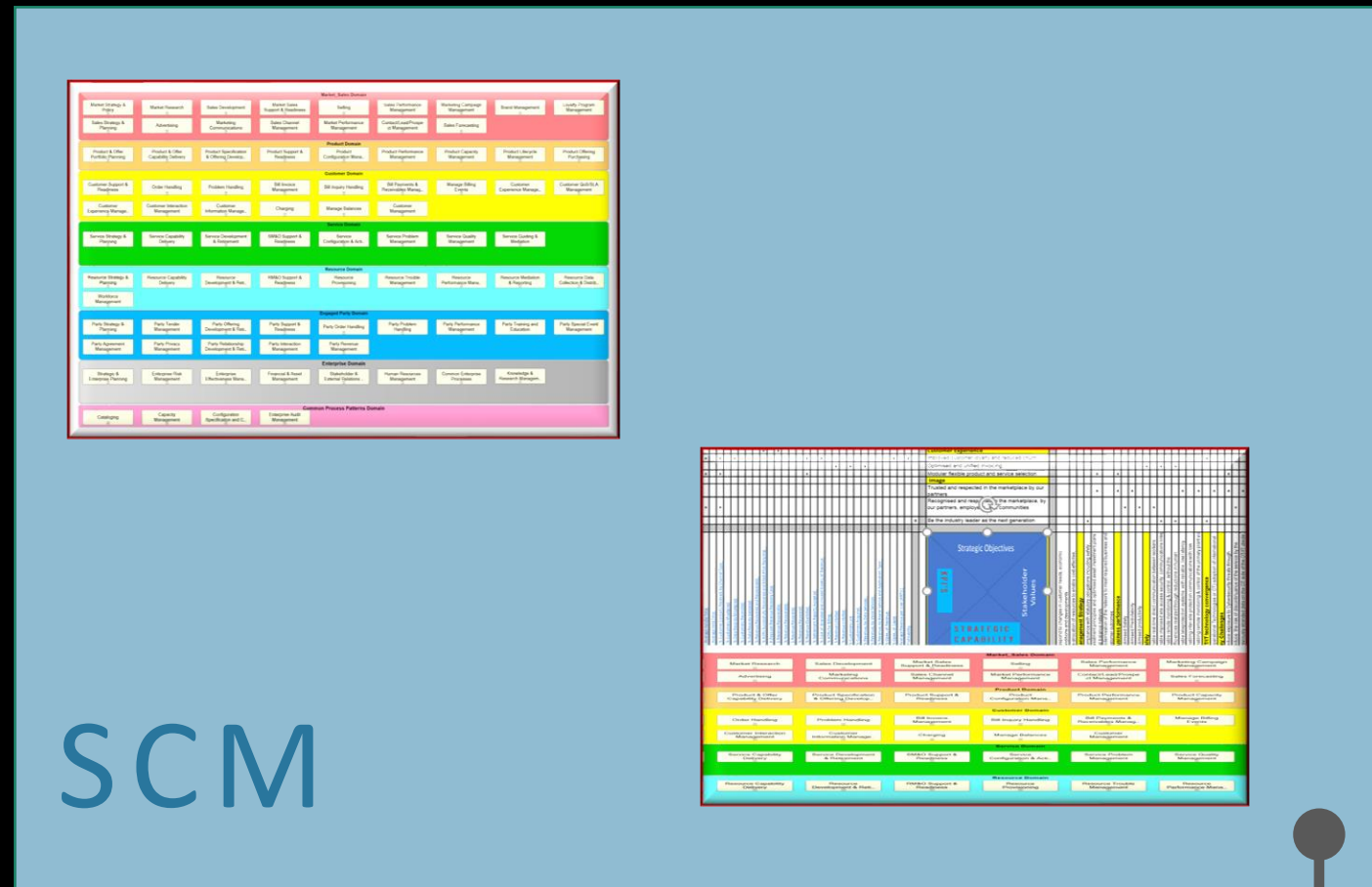
Digital Enterprise Transformation



THE 4-STAGE EVOLUTION OF THE CAPABILITY MODEL (XCM)

1-SCM – WHAT does the Business want to be and do?

What Strategic Capabilities best support key strategic products and services, and how do we measure and monitor fulfillment of target capabilities?



SCM

3- ECM - HOW does the Enterprise operate (to optimally accommodate and implement the Business)?

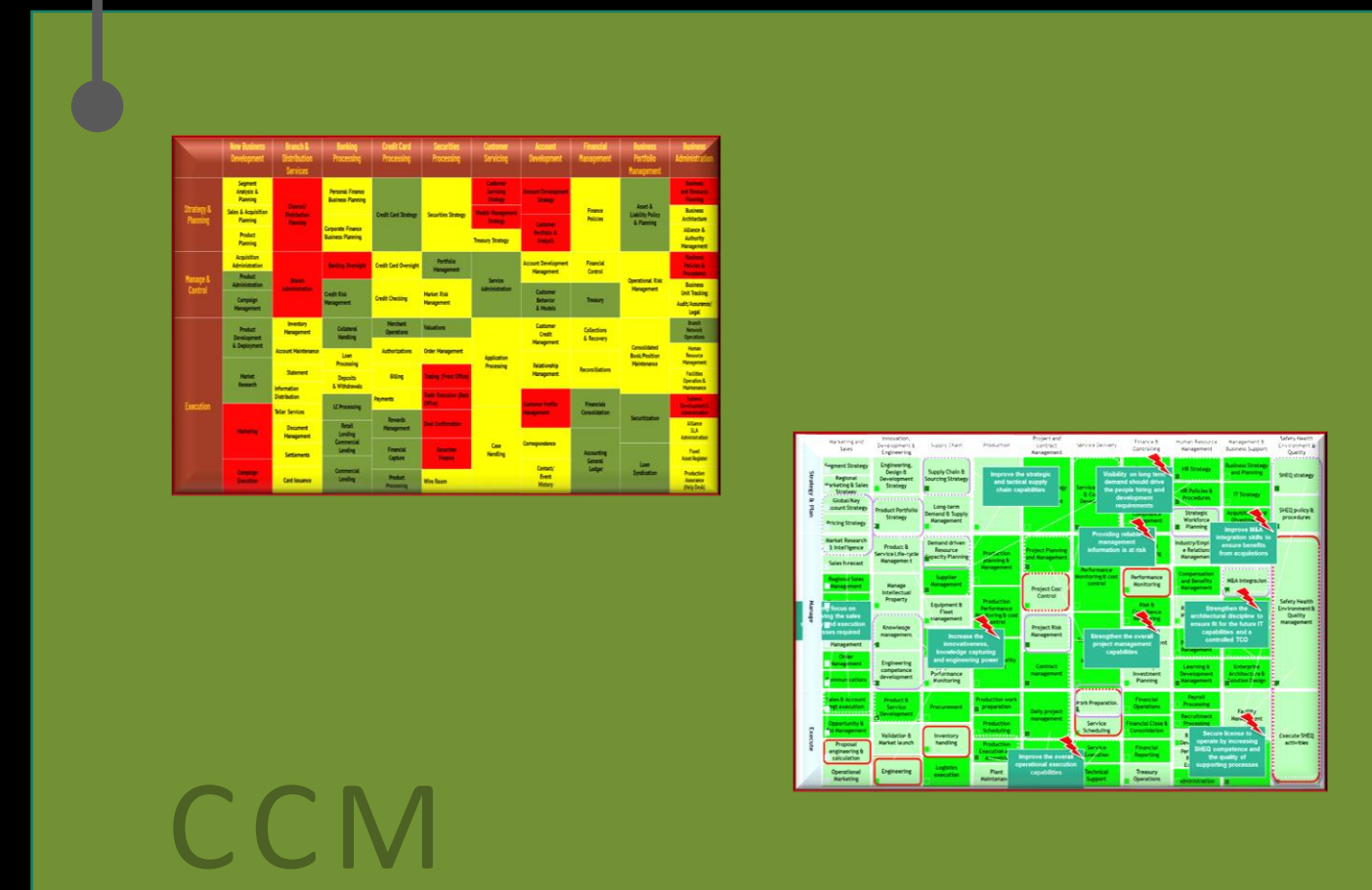
What Enterprise Capabilities best support target Business Capabilities (and hence implicitly Strategic Goals and KPI's) with optimized Organisation, Technology, and Planning, where are the commonalities to leverage to optimize, and, where can we differentiate?



ECM

4- CCM – How are changes solutioned and planned to be implemented to make the Business agile and achieve new Business requirements?

Which are the areas for Implementation, Change or Transformation to achieve optimized improvement for change Program to be planned or prioritised?



CCM

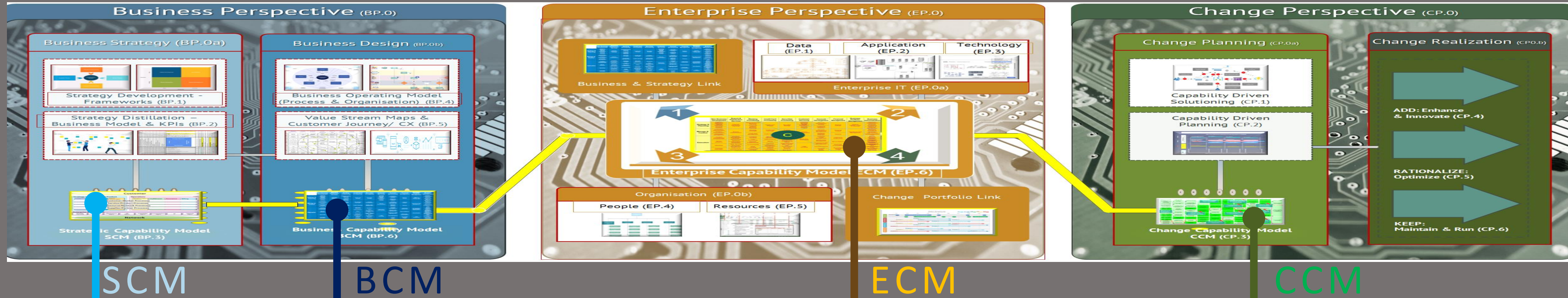
2-BCM – HOW does the Business operate (function & Structure)?

Business Capabilities can best support baselined Strategic Capabilities, what Business Service Capabilities are needed for the Business to operate optimally to fulfill Strategic Goals and KPI's, and, where can we differentiate?



BCM

DIGITAL FOUNDATION WITH E-PERSPECTIVES



BP.0	BP.0a	BP.0b	BP.0c	BP.0d	BP.0e	BP.0f	BP.0g	BP.0h	BP.0i	BP.0j
BP.0a	BP.0a.1	BP.0a.2	BP.0a.3	BP.0a.4	BP.0a.5	BP.0a.6	BP.0a.7	BP.0a.8	BP.0a.9	BP.0a.10
BP.0b	BP.0b.1	BP.0b.2	BP.0b.3	BP.0b.4	BP.0b.5	BP.0b.6	BP.0b.7	BP.0b.8	BP.0b.9	BP.0b.10
BP.0c	BP.0c.1	BP.0c.2	BP.0c.3	BP.0c.4	BP.0c.5	BP.0c.6	BP.0c.7	BP.0c.8	BP.0c.9	BP.0c.10
BP.0d	BP.0d.1	BP.0d.2	BP.0d.3	BP.0d.4	BP.0d.5	BP.0d.6	BP.0d.7	BP.0d.8	BP.0d.9	BP.0d.10
BP.0e	BP.0e.1	BP.0e.2	BP.0e.3	BP.0e.4	BP.0e.5	BP.0e.6	BP.0e.7	BP.0e.8	BP.0e.9	BP.0e.10
BP.0f	BP.0f.1	BP.0f.2	BP.0f.3	BP.0f.4	BP.0f.5	BP.0f.6	BP.0f.7	BP.0f.8	BP.0f.9	BP.0f.10
BP.0g	BP.0g.1	BP.0g.2	BP.0g.3	BP.0g.4	BP.0g.5	BP.0g.6	BP.0g.7	BP.0g.8	BP.0g.9	BP.0g.10
BP.0h	BP.0h.1	BP.0h.2	BP.0h.3	BP.0h.4	BP.0h.5	BP.0h.6	BP.0h.7	BP.0h.8	BP.0h.9	BP.0h.10
BP.0i	BP.0i.1	BP.0i.2	BP.0i.3	BP.0i.4	BP.0i.5	BP.0i.6	BP.0i.7	BP.0i.8	BP.0i.9	BP.0i.10
BP.0j	BP.0j.1	BP.0j.2	BP.0j.3	BP.0j.4	BP.0j.5	BP.0j.6	BP.0j.7	BP.0j.8	BP.0j.9	BP.0j.10

BUSINESS PERSPECTIVE DIGITAL FOUNDATION-BP: CURRENT AND TARGET BUSINESS STRATEGY & DESIGN DIGITAL FOUNDATION BASELINING (ACCELERATED)

BUSINESS STRATEGY REVIEW/REFINEMENT, BUSINESS CANVAS MODELING, X-MATRIX (+ OTHER)
 DISTILL AND BASELINE BUSINESS STRATEGY DIGITAL FOUNDATION INTO STRATEGIC CAPABILITY MODEL (SCM BASELINED)

BUSINESS OPERATIONS MODEL REVIEW/REFINEMENT, PROCESS & ORG MODELING, VALUE STREAM CUSTOMER JOURNEY CX FORMULATION(+ OTHER)
 DISTILL AND BASELINE BUSINESS DESIGN DIGITAL FOUNDATION INTO BUSINESS CAPABILITY MODEL (BCM BASELINED) DIGITAL FOUNDATION

EP.0	EP.0a	EP.0b	EP.0c	EP.0d	EP.0e	EP.0f	EP.0g	EP.0h	EP.0i	EP.0j
EP.0a	EP.0a.1	EP.0a.2	EP.0a.3	EP.0a.4	EP.0a.5	EP.0a.6	EP.0a.7	EP.0a.8	EP.0a.9	EP.0a.10
EP.0b	EP.0b.1	EP.0b.2	EP.0b.3	EP.0b.4	EP.0b.5	EP.0b.6	EP.0b.7	EP.0b.8	EP.0b.9	EP.0b.10
EP.0c	EP.0c.1	EP.0c.2	EP.0c.3	EP.0c.4	EP.0c.5	EP.0c.6	EP.0c.7	EP.0c.8	EP.0c.9	EP.0c.10
EP.0d	EP.0d.1	EP.0d.2	EP.0d.3	EP.0d.4	EP.0d.5	EP.0d.6	EP.0d.7	EP.0d.8	EP.0d.9	EP.0d.10
EP.0e	EP.0e.1	EP.0e.2	EP.0e.3	EP.0e.4	EP.0e.5	EP.0e.6	EP.0e.7	EP.0e.8	EP.0e.9	EP.0e.10
EP.0f	EP.0f.1	EP.0f.2	EP.0f.3	EP.0f.4	EP.0f.5	EP.0f.6	EP.0f.7	EP.0f.8	EP.0f.9	EP.0f.10
EP.0g	EP.0g.1	EP.0g.2	EP.0g.3	EP.0g.4	EP.0g.5	EP.0g.6	EP.0g.7	EP.0g.8	EP.0g.9	EP.0g.10
EP.0h	EP.0h.1	EP.0h.2	EP.0h.3	EP.0h.4	EP.0h.5	EP.0h.6	EP.0h.7	EP.0h.8	EP.0h.9	EP.0h.10
EP.0i	EP.0i.1	EP.0i.2	EP.0i.3	EP.0i.4	EP.0i.5	EP.0i.6	EP.0i.7	EP.0i.8	EP.0i.9	EP.0i.10
EP.0j	EP.0j.1	EP.0j.2	EP.0j.3	EP.0j.4	EP.0j.5	EP.0j.6	EP.0j.7	EP.0j.8	EP.0j.9	EP.0j.10

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ENTERPRISE ARCHITECTURE REVIEW/REFINEMENT, "4+1" 360-DEGREE MAPPING AND PROFILING OF IT ARCHITECTURE, ORGANIZATION & RESOURCING, AS WELL AS CHANGE PORTFOLIO AND BUSINESS VALUE LINK & PROFILE
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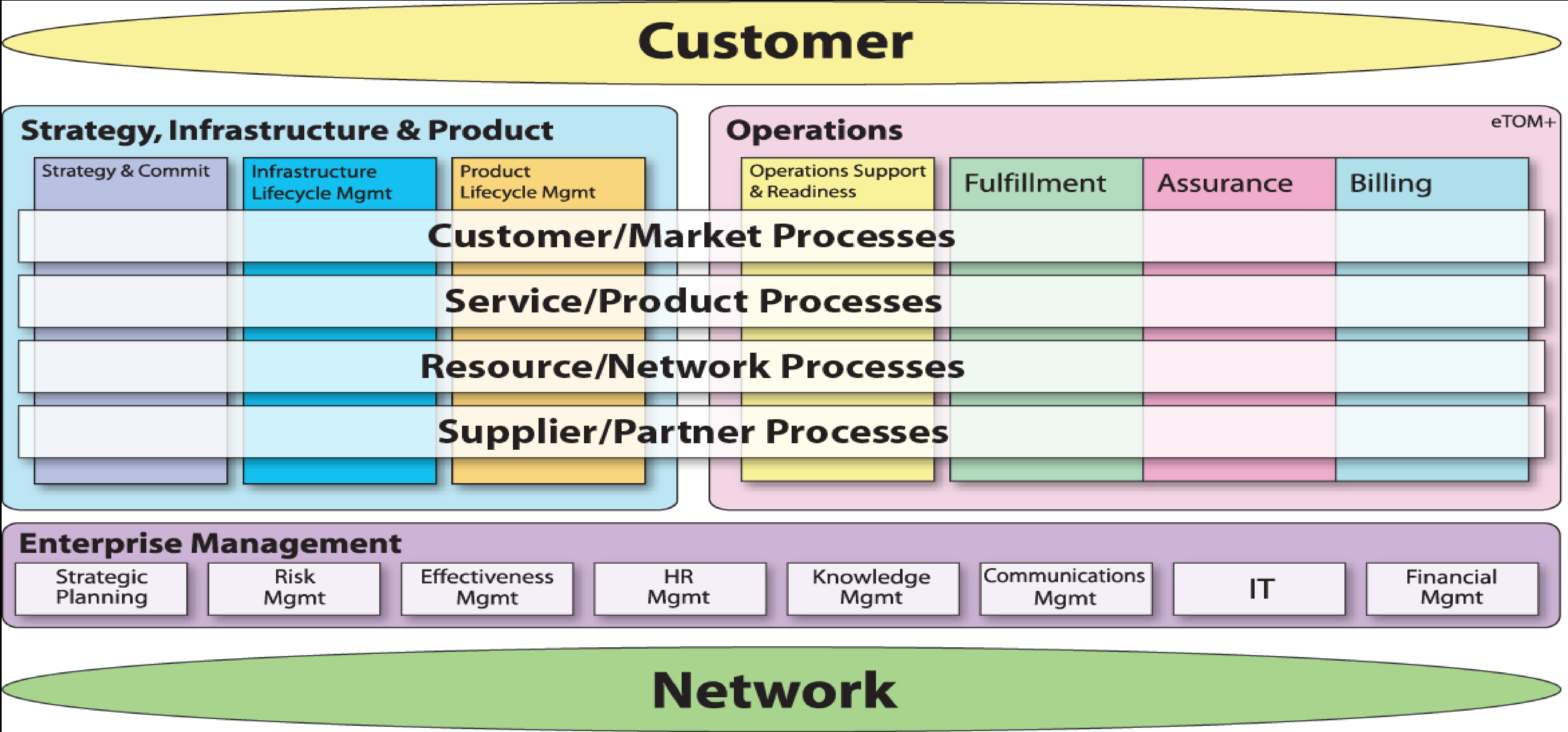
CP.0	CP.0a	CP.0b	CP.0c	CP.0d	CP.0e	CP.0f	CP.0g	CP.0h	CP.0i	CP.0j
CP.0a	CP.0a.1	CP.0a.2	CP.0a.3	CP.0a.4	CP.0a.5	CP.0a.6	CP.0a.7	CP.0a.8	CP.0a.9	CP.0a.10
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CP.0d	CP.0d.1	CP.0d.2	CP.0d.3	CP.0d.4	CP.0d.5	CP.0d.6	CP.0d.7	CP.0d.8	CP.0d.9	CP.0d.10
CP.0e	CP.0e.1	CP.0e.2	CP.0e.3	CP.0e.4	CP.0e.5	CP.0e.6	CP.0e.7	CP.0e.8	CP.0e.9	CP.0e.10
CP.0f	CP.0f.1	CP.0f.2	CP.0f.3	CP.0f.4	CP.0f.5	CP.0f.6	CP.0f.7	CP.0f.8	CP.0f.9	CP.0f.10
CP.0g	CP.0g.1	CP.0g.2	CP.0g.3	CP.0g.4	CP.0g.5	CP.0g.6	CP.0g.7	CP.0g.8	CP.0g.9	CP.0g.10
CP.0h	CP.0h.1	CP.0h.2	CP.0h.3	CP.0h.4	CP.0h.5	CP.0h.6	CP.0h.7	CP.0h.8	CP.0h.9	CP.0h.10
CP.0i	CP.0i.1	CP.0i.2	CP.0i.3	CP.0i.4	CP.0i.5	CP.0i.6	CP.0i.7	CP.0i.8	CP.0i.9	CP.0i.10
CP.0j	CP.0j.1	CP.0j.2	CP.0j.3	CP.0j.4	CP.0j.5	CP.0j.6	CP.0j.7	CP.0j.8	CP.0j.9	CP.0j.10

CHANGE PERSPECTIVE DIGITAL FOUNDATION-CP: ENTERPRISE-CONSOLIDATED CHANGE PLANNING & SOLUTIONING BASELINING (ACCELERATED)

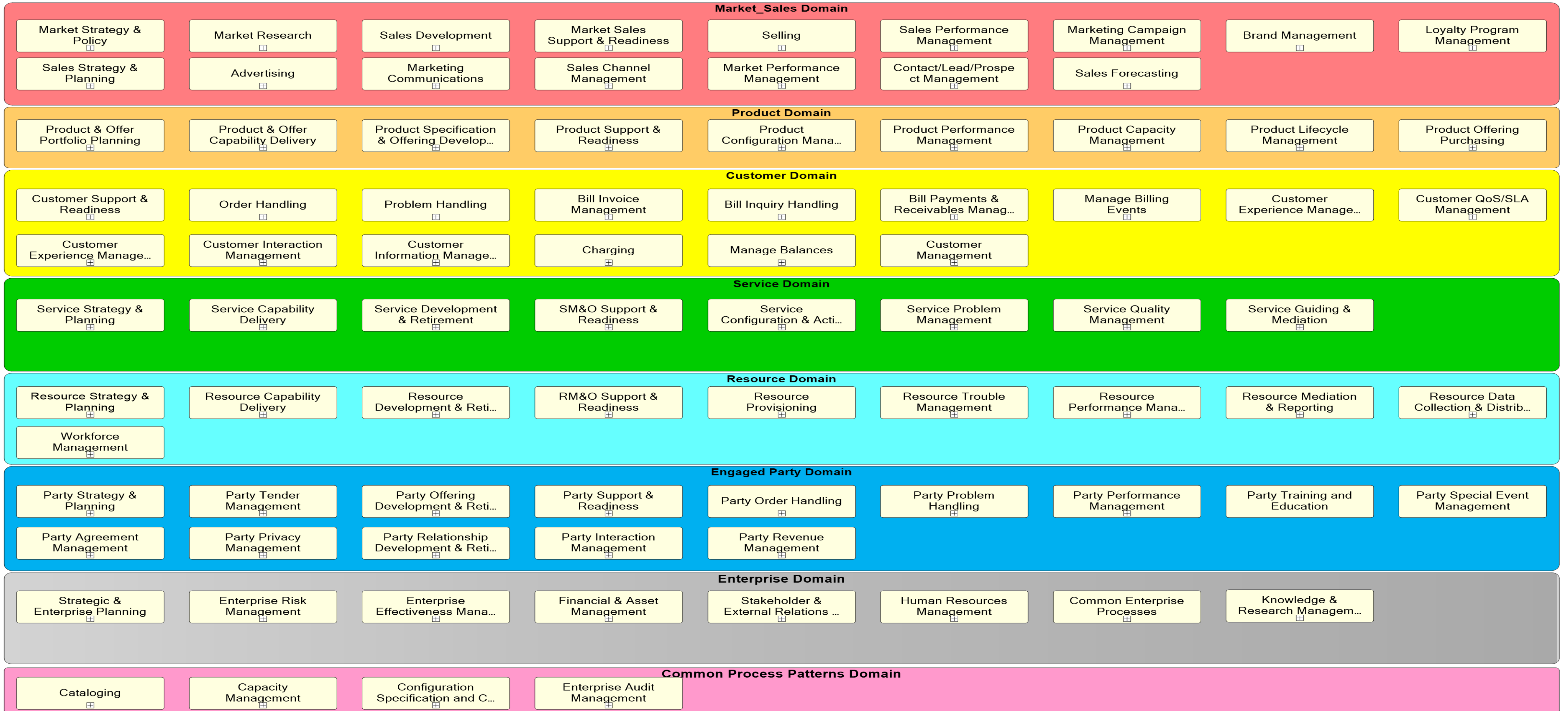
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 EA TRANSFORM CONFIDENTIAL



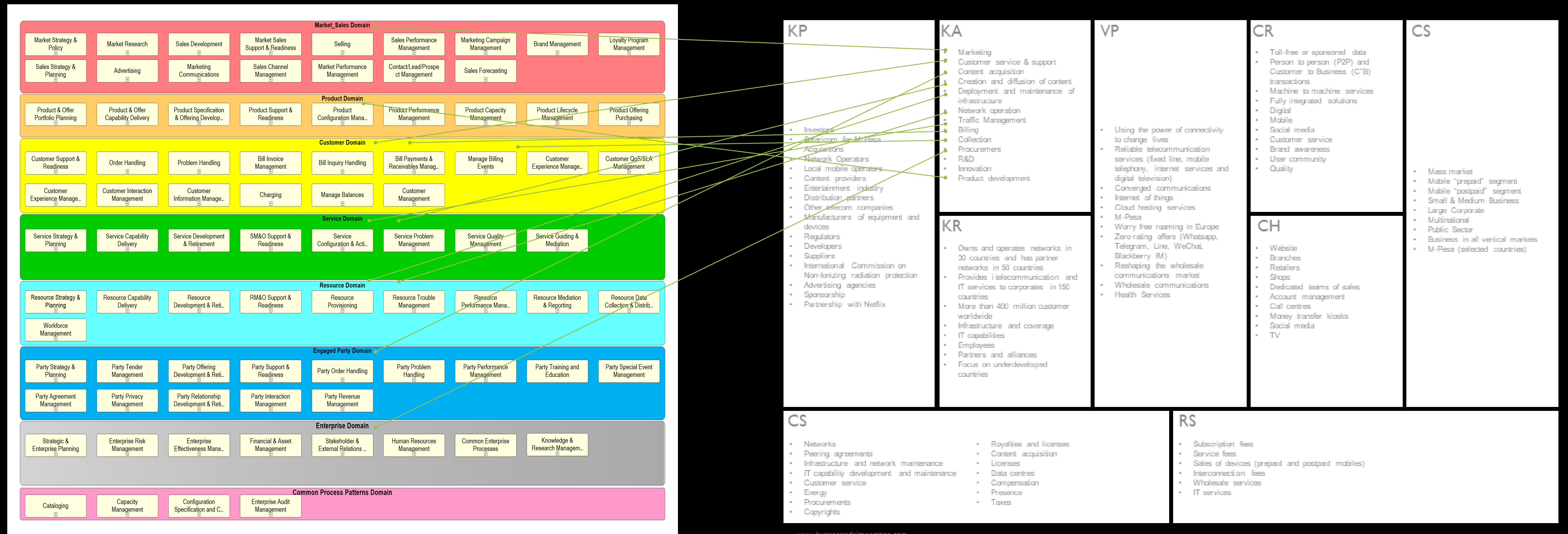
STRATEGIC CAPABILITY MODEL (SCM): ETOM (1)



STRATEGIC CAPABILITY MODEL (SCM): ETOM (2)



STRATEGIC CAPABILITY MODEL (SCM): ETOM MAPPED TO BUSINESS CANVAS



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Digital Enterprise Method & Framework

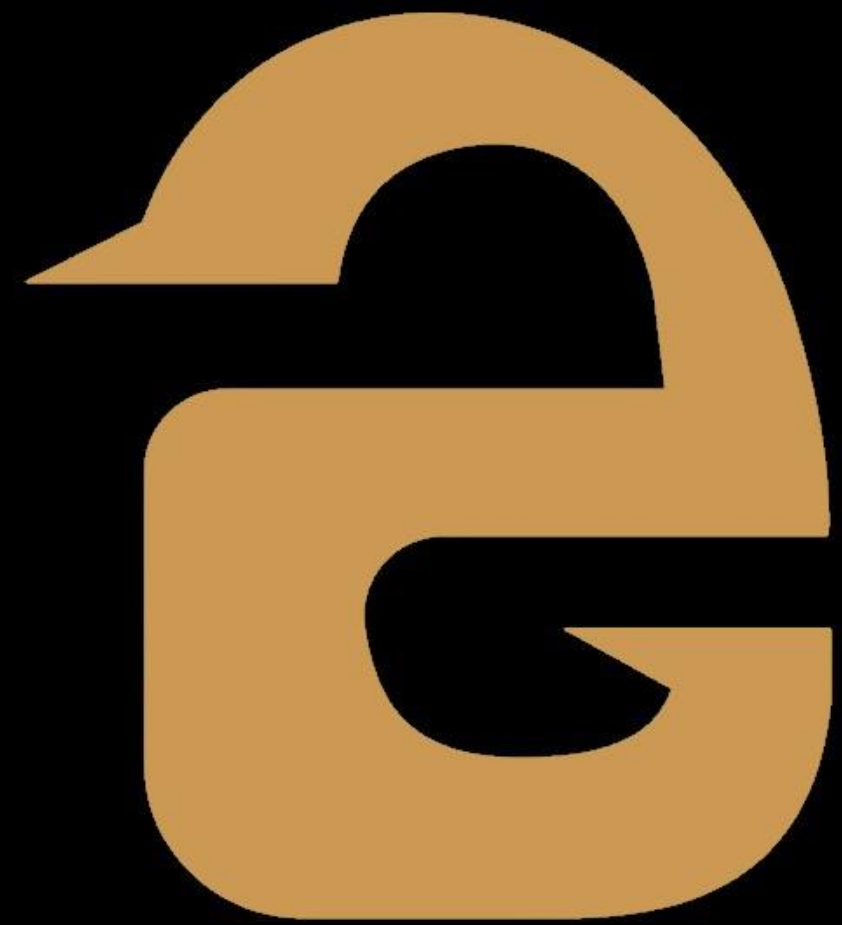
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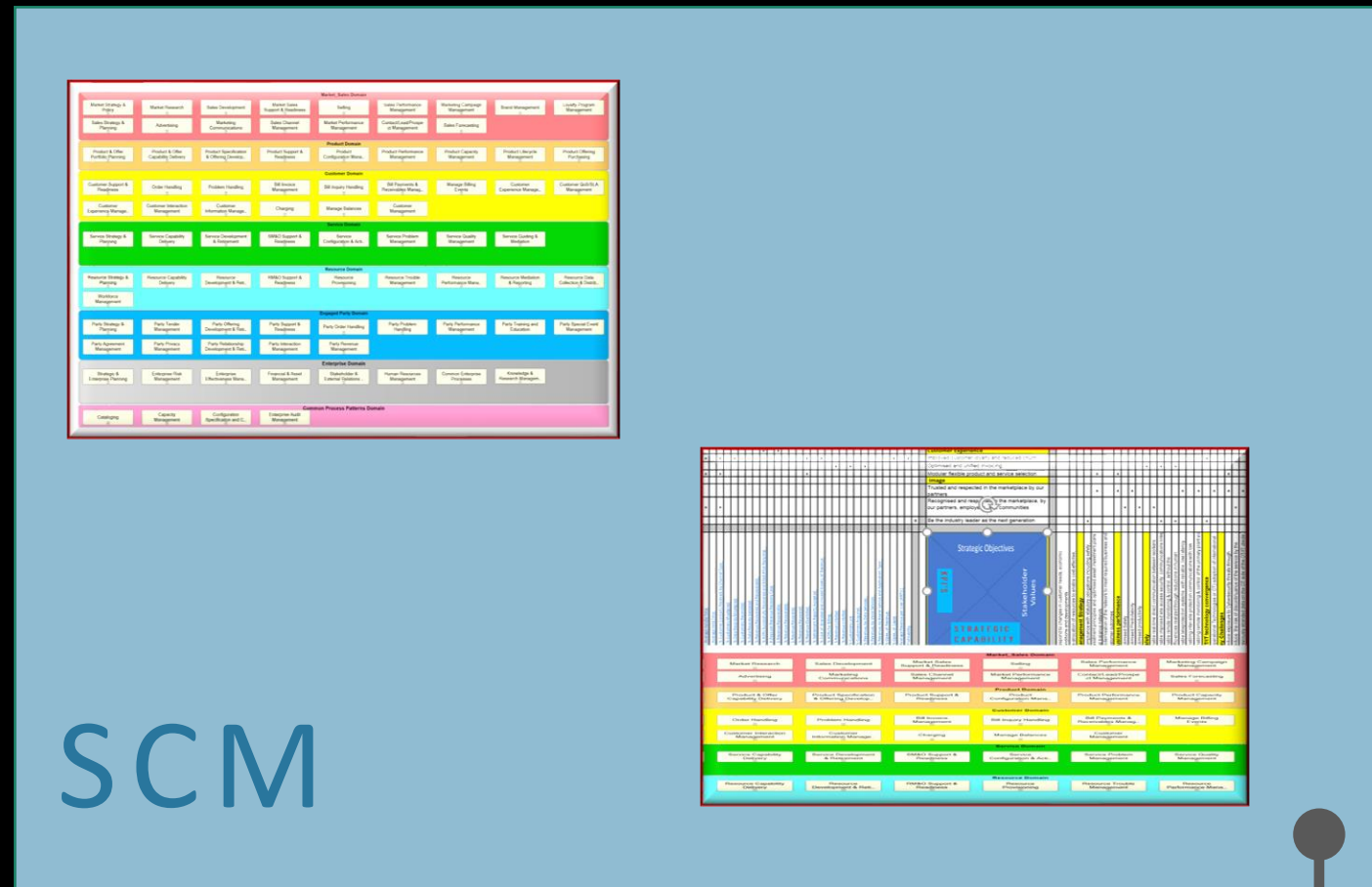
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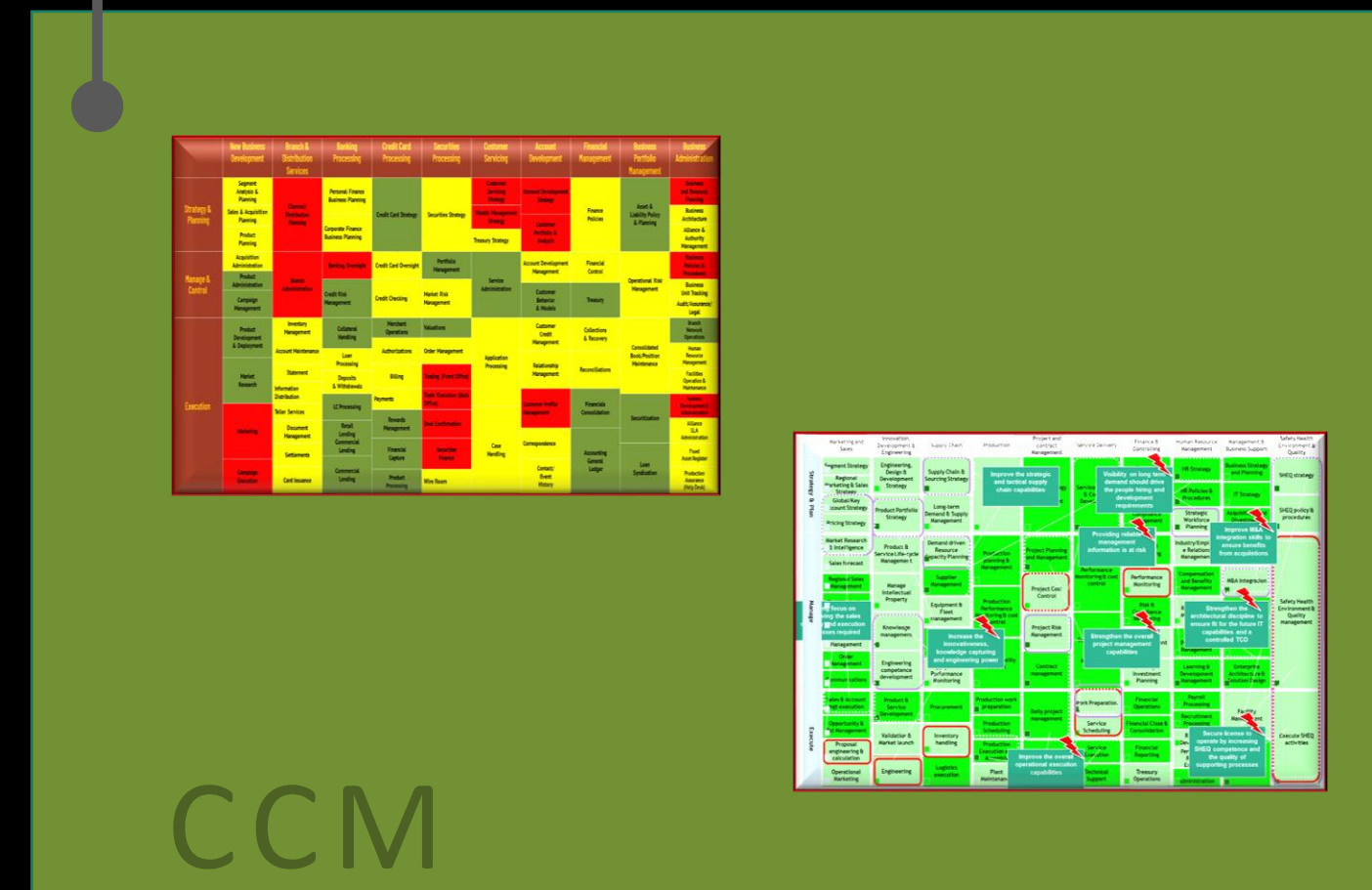
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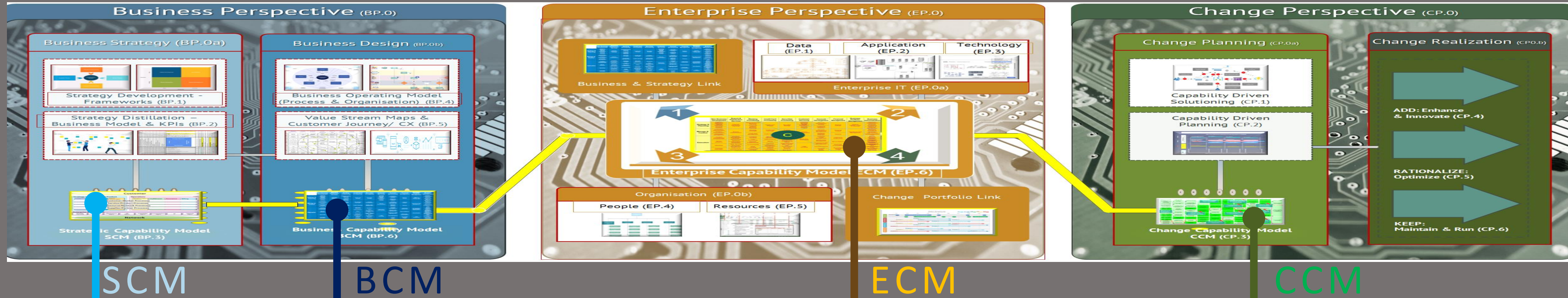


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DIGITAL FOUNDATION WITH E-PERSPECTIVES



BP.0	BP.1	BP.2	BP.3	BP.4	BP.5	BP.6	BP.7	BP.8	BP.9	BP.10
Strategic Capabilities	Business Process & Services	Business Capabilities	Business Capabilities	Business Capabilities	Business Capabilities	Business Capabilities	Business Capabilities	Business Capabilities	Business Capabilities	Business Capabilities
4000.00	4000.00	4000.00	4000.00	4000.00	4000.00	4000.00	4000.00	4000.00	4000.00	4000.00
0.78	0.78	0.78	0.78	0.78	0.78	0.78	0.78	0.78	0.78	0.78
3000.00	3000.00	3000.00	3000.00	3000.00	3000.00	3000.00	3000.00	3000.00	3000.00	3000.00
0.99	0.99	0.99	0.99	0.99	0.99	0.99	0.99	0.99	0.99	0.99

BUSINESS PERSPECTIVE DIGITAL FOUNDATION-BP: CURRENT AND TARGET BUSINESS STRATEGY & DESIGN DIGITAL FOUNDATION BASELINING (ACCELERATED)

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EP.0	EP.1	EP.2	EP.3	EP.4	EP.5	EP.6	EP.7	EP.8	EP.9	EP.10
Enterprise Architecture	Enterprise Architecture	Enterprise Architecture	Enterprise Architecture	Enterprise Architecture	Enterprise Architecture	Enterprise Architecture	Enterprise Architecture	Enterprise Architecture	Enterprise Architecture	Enterprise Architecture
3000.00	3000.00	3000.00	3000.00	3000.00	3000.00	3000.00	3000.00	3000.00	3000.00	3000.00
0.99	0.99	0.99	0.99	0.99	0.99	0.99	0.99	0.99	0.99	0.99

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CP.0	CP.1	CP.2	CP.3	CP.4	CP.5	CP.6	CP.7	CP.8	CP.9	CP.10
Change Planning	Change Planning	Change Planning	Change Planning	Change Planning	Change Planning	Change Planning	Change Planning	Change Planning	Change Planning	Change Planning
3000.00	3000.00	3000.00	3000.00	3000.00	3000.00	3000.00	3000.00	3000.00	3000.00	3000.00
0.99	0.99	0.99	0.99	0.99	0.99	0.99	0.99	0.99	0.99	0.99

CHANGE PERSPECTIVE DIGITAL FOUNDATION-CP: ENTERPRISE-CONSOLIDATED CHANGE PLANNING & SOLUTIONING BASELINING (ACCELERATED)

CHANGE & TRANSFORMATION OUTLOOK REVIEW/REFINEMENT, CHANGE PORTFOLIO AND SOLUTION ARCHITECTURE OPTIMISATION AND HARMONISATION (+OTHER)
 DISTILL AND BASELINE CHANGE PORTFOLIO DIGITAL FOUNDATION INTO CHANGE CAPABILITY MODEL (CCM BASELINED) DIGITAL FOUNDATION
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BUSINESS CAPABILITY MODEL SAMPLE (BCM): TELECOMS

	CRM	Finance	Quality, Compliance, Risk	Information Management	Solutioning	e2e Value Chain (Supply Chain, Support & Services)	
Strategy & Plan	Client Business Development	Business & Finance Strategy	Business Resilience Strategy	Asset & Information Management Strategy	Research & Development Strategy	Value Chain Strategy	
	Channel Strategy	Bus. Enterprise Architecture			Platform Strategy	Value Chain Planning	
	Market Management	Business Portfolio Management	Regulatory Compliance Strategy	Knowledge Management Strategy	Development Capability Management	Value Chain Rules & Policies	
Manage	Market Portfolio Management	Manage Standard Business Models	Business Process Compliance	Information Resource Management	Solutions Architecture	Value Chain Management	
	Client profile management	Financial Management	Security, Privacy & Data Protection		Developm. Process Deployment	Demand & Supply Management	
	Opportunity Management	Bus. Process Performance	Integrated Risk Management	Intellectual Property Management	Development Program Mgt.		
	Sales Management	IT Management	Regulatory Compliance Mgt.		Release Integration Planning	Partner Process Integration	Partner management
Execute	Account & Territory Management	Financial Operations	Implement Compliance Policies	Data & Content Management	Research	Procurement Execution	Services Management
	Solution Marketing	Bus. Processes & IT Infrastructure	Quality Management	Knowledge Capture & Availability	Solution Engineering	Production Management	Solution Operations & Maintenance
		HR Operations	Business Resilience & Disaster recovery	IP Capitalization	Solution Component Development	Solution Integration	Warranty Management
	Manage Contract Lifecycle	Legal Management & Support		Asset Lifecycle Management	Collaborative Design-In	Solution Logistics	Client Inventory Management
				Engineering support			

BUSINESS CAPABILITY DRIVEN ANALYSIS & OWNERSHIP

	Consumer Relationship	Customer Relationship	Manufacturing	Supply Chain & Distribution	Business Administration	
Strategy	Category/Brand Strategy	Customer Relationship Strategy	Manufacturing Strategy	Supply Chain Strategy	Corporate Strategy	CONSOLIDATE
	Category/Brand Planning	Customer Relationship Planning	Supplier Relationship Management	Supply Chain Planning	Corporate Planning	PROFESSIONALIZE
	Brand P&L Management	Assessing Customer Satisfaction	Production and Material Planning	Distribution Oversight	Business Performance Management	PARTNER
Manage	Matching Supply and Demand	Customer Insights	Manufacturing Oversight	Inbound Logistics Outbound Logistics	External Market Analysis	CO SOURCE
	Marketing Development Effectiveness	Account Management	Supplier Control		Organization and Process Design	OUT SOURCE
	Product Ideation		Make Products		Legal and Regulatory Compliance	IN SOURCE
Execute	Concept/Product Testing	Value Added Services	Assemble Products	Distribution Center Operations	Treasury and Risk Management	
	Product Development	Customer Account Services	Plant Inventory Management		Accounting and GL	
	Product Management	Retail Marketing Execution	Manufacturing Procurement	Transportation Resources	Indirect Procurement	
	Marketing Execution	Instore Inventory Management		En route Inventory Management	Facilities and Equipment Management	
	Consumer Service	Customer Directory			HR Administration	
	Product Directory				IT Systems and Operations	



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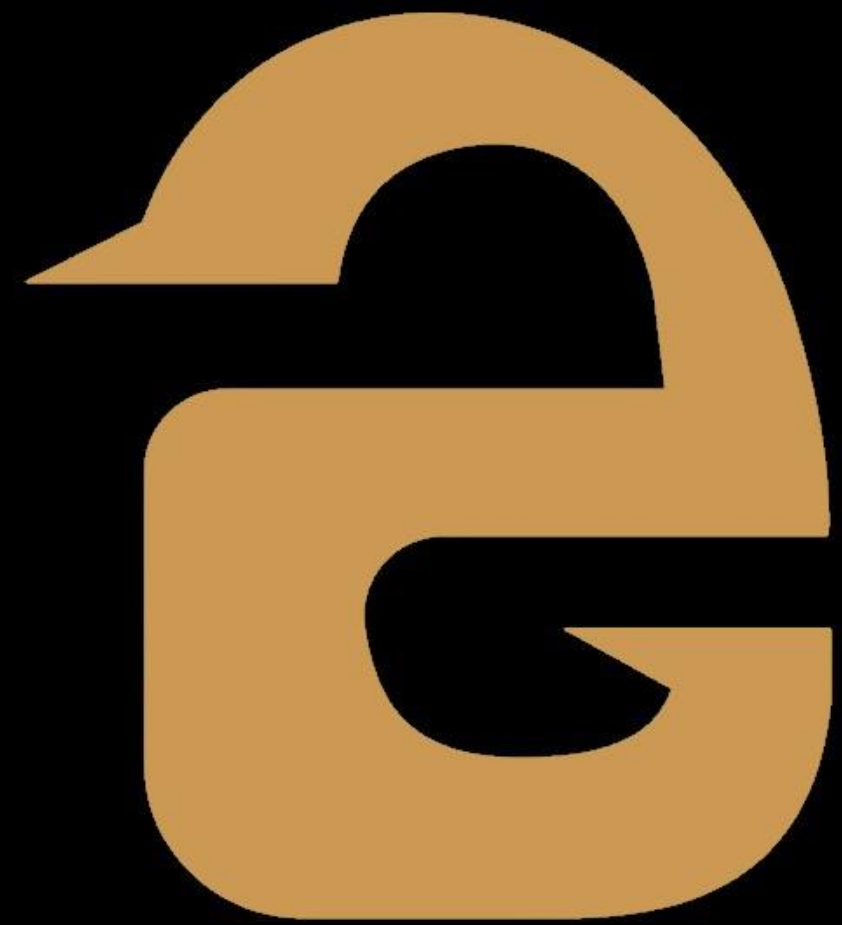
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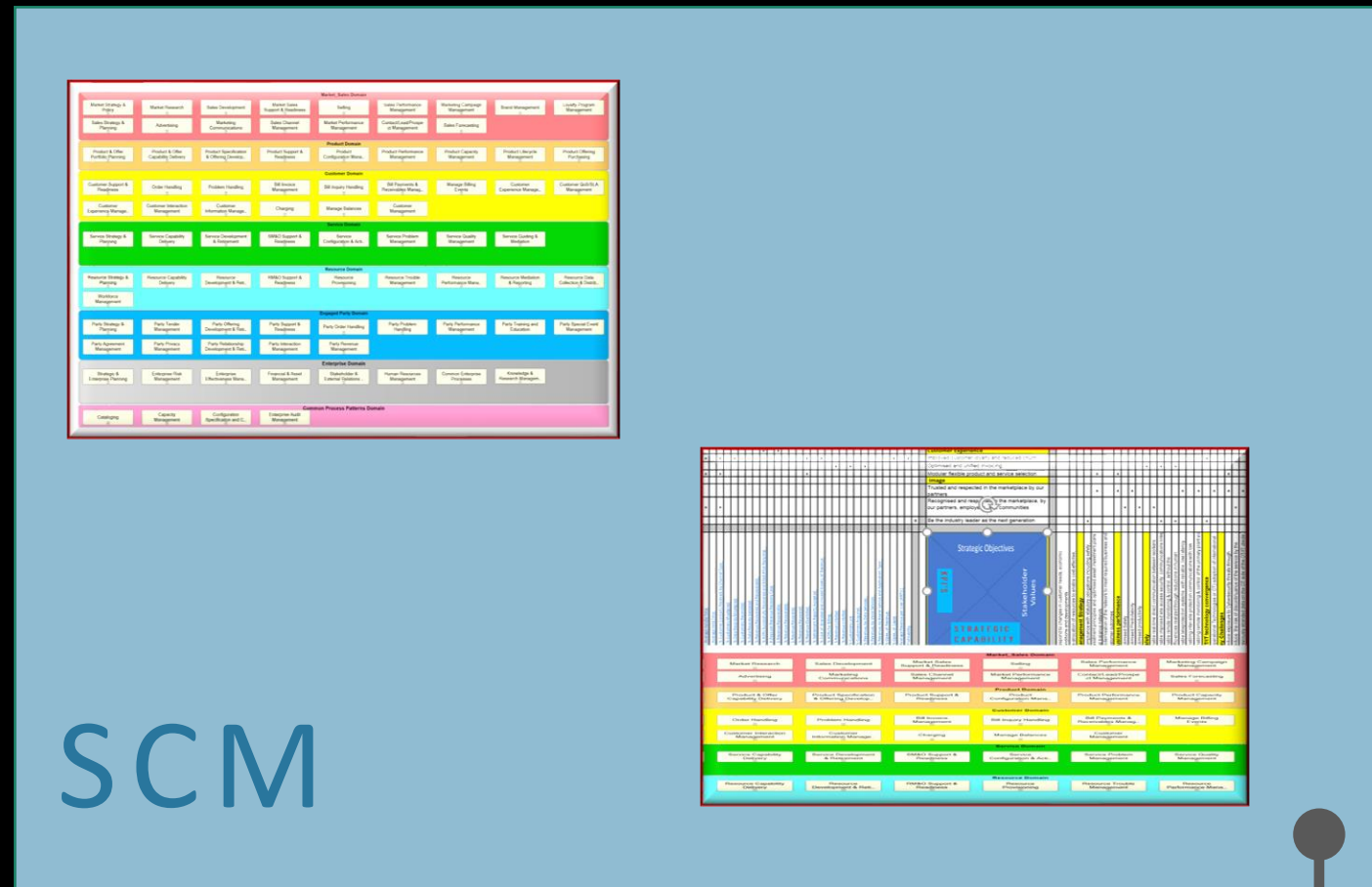
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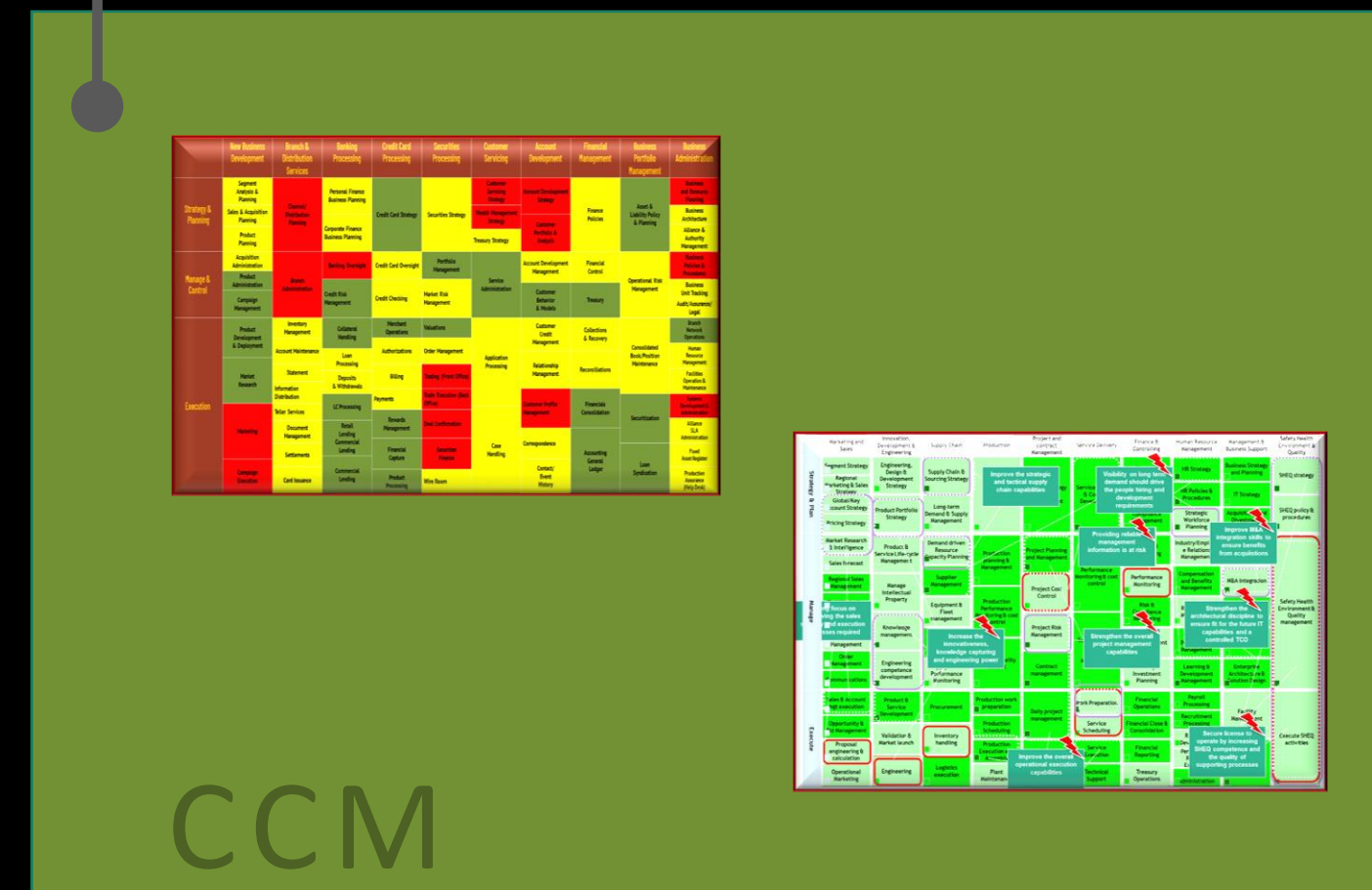
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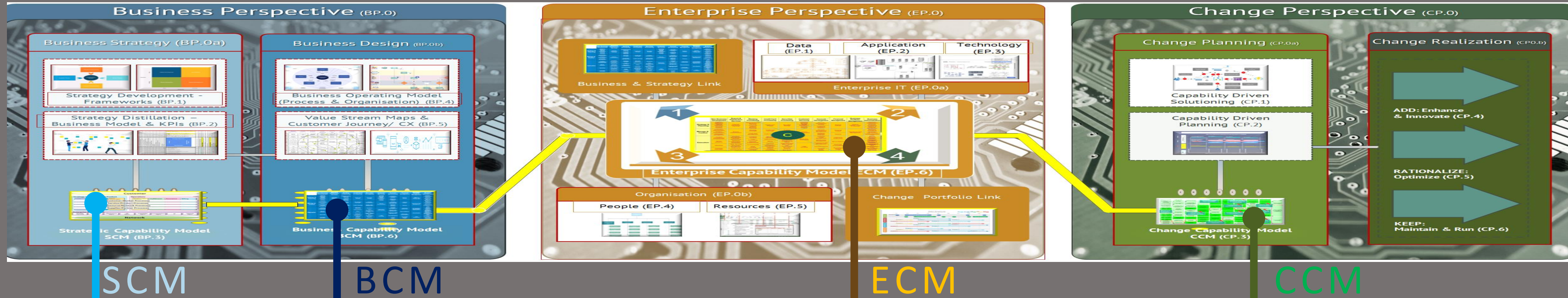
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BP.0b	BP.0b.1	BP.0b.2	BP.0b.3	BP.0b.4	BP.0b.5	BP.0b.6	BP.0b.7	BP.0b.8	BP.0b.9	BP.0b.10
BP.0c	BP.0c.1	BP.0c.2	BP.0c.3	BP.0c.4	BP.0c.5	BP.0c.6	BP.0c.7	BP.0c.8	BP.0c.9	BP.0c.10
BP.0d	BP.0d.1	BP.0d.2	BP.0d.3	BP.0d.4	BP.0d.5	BP.0d.6	BP.0d.7	BP.0d.8	BP.0d.9	BP.0d.10
BP.0e	BP.0e.1	BP.0e.2	BP.0e.3	BP.0e.4	BP.0e.5	BP.0e.6	BP.0e.7	BP.0e.8	BP.0e.9	BP.0e.10
BP.0f	BP.0f.1	BP.0f.2	BP.0f.3	BP.0f.4	BP.0f.5	BP.0f.6	BP.0f.7	BP.0f.8	BP.0f.9	BP.0f.10
BP.0g	BP.0g.1	BP.0g.2	BP.0g.3	BP.0g.4	BP.0g.5	BP.0g.6	BP.0g.7	BP.0g.8	BP.0g.9	BP.0g.10
BP.0h	BP.0h.1	BP.0h.2	BP.0h.3	BP.0h.4	BP.0h.5	BP.0h.6	BP.0h.7	BP.0h.8	BP.0h.9	BP.0h.10
BP.0i	BP.0i.1	BP.0i.2	BP.0i.3	BP.0i.4	BP.0i.5	BP.0i.6	BP.0i.7	BP.0i.8	BP.0i.9	BP.0i.10
BP.0j	BP.0j.1	BP.0j.2	BP.0j.3	BP.0j.4	BP.0j.5	BP.0j.6	BP.0j.7	BP.0j.8	BP.0j.9	BP.0j.10

BUSINESS PERSPECTIVE DIGITAL FOUNDATION-BP: CURRENT AND TARGET BUSINESS STRATEGY & DESIGN DIGITAL FOUNDATION BASELINING (ACCELERATED)

BUSINESS STRATEGY REVIEW/REFINEMENT, BUSINESS CANVAS MODELING, X-MATRIX (+ OTHER)

DISTILL AND BASELINE BUSINESS STRATEGY DIGITAL FOUNDATION INTO STRATEGIC CAPABILITY MODEL (SCM BASELINED)

BUSINESS OPERATIONS MODEL REVIEW/REFINEMENT, PROCESS & ORG MODELING, VALUE STREAM CUSTOMER JOURNEY CX FORMULATION(+ OTHER)

DISTILL AND BASELINE BUSINESS DESIGN DIGITAL FOUNDATION INTO BUSINESS CAPABILITY MODEL (BCM BASELINED) DIGITAL FOUNDATION

EP.0	EP.0a	EP.0b	EP.0c	EP.0d	EP.0e	EP.0f	EP.0g	EP.0h	EP.0i	EP.0j
EP.0a	EP.0a.1	EP.0a.2	EP.0a.3	EP.0a.4	EP.0a.5	EP.0a.6	EP.0a.7	EP.0a.8	EP.0a.9	EP.0a.10
EP.0b	EP.0b.1	EP.0b.2	EP.0b.3	EP.0b.4	EP.0b.5	EP.0b.6	EP.0b.7	EP.0b.8	EP.0b.9	EP.0b.10
EP.0c	EP.0c.1	EP.0c.2	EP.0c.3	EP.0c.4	EP.0c.5	EP.0c.6	EP.0c.7	EP.0c.8	EP.0c.9	EP.0c.10
EP.0d	EP.0d.1	EP.0d.2	EP.0d.3	EP.0d.4	EP.0d.5	EP.0d.6	EP.0d.7	EP.0d.8	EP.0d.9	EP.0d.10
EP.0e	EP.0e.1	EP.0e.2	EP.0e.3	EP.0e.4	EP.0e.5	EP.0e.6	EP.0e.7	EP.0e.8	EP.0e.9	EP.0e.10
EP.0f	EP.0f.1	EP.0f.2	EP.0f.3	EP.0f.4	EP.0f.5	EP.0f.6	EP.0f.7	EP.0f.8	EP.0f.9	EP.0f.10
EP.0g	EP.0g.1	EP.0g.2	EP.0g.3	EP.0g.4	EP.0g.5	EP.0g.6	EP.0g.7	EP.0g.8	EP.0g.9	EP.0g.10
EP.0h	EP.0h.1	EP.0h.2	EP.0h.3	EP.0h.4	EP.0h.5	EP.0h.6	EP.0h.7	EP.0h.8	EP.0h.9	EP.0h.10
EP.0i	EP.0i.1	EP.0i.2	EP.0i.3	EP.0i.4	EP.0i.5	EP.0i.6	EP.0i.7	EP.0i.8	EP.0i.9	EP.0i.10
EP.0j	EP.0j.1	EP.0j.2	EP.0j.3	EP.0j.4	EP.0j.5	EP.0j.6	EP.0j.7	EP.0j.8	EP.0j.9	EP.0j.10

ENTERPRISE PERSPECTIVE DIGITAL FOUNDATION-EP: CURRENT AND TARGET ENTERPRISE ARCHITECTURE DIGITAL FOUNDATION BASELINING (ACCELERATED)

ENTERPRISE ARCHITECTURE REVIEW/REFINEMENT, "4+1" 360-DEGREE MAPPING AND PROFILING OF IT ARCHITECTURE, ORGANIZATION & RESOURCING, AS WELL AS CHANGE PORTFOLIO AND BUSINESS VALUE LINK & PROFILE

ESTABLISH CURRENT ARCHITECTURE, HEAT-MAP THE ECM, AND DEFINE TARGET ENTERPRISE ARCHITECTURE
DISTILL DIGITAL ENTERPRISE DIGITAL FOUNDATION INTO ENTERPRISE CAPABILITY MODEL (ECM BASELINED)

CP.0	CP.0a	CP.0b	CP.0c	CP.0d	CP.0e	CP.0f	CP.0g	CP.0h	CP.0i	CP.0j
CP.0a	CP.0a.1	CP.0a.2	CP.0a.3	CP.0a.4	CP.0a.5	CP.0a.6	CP.0a.7	CP.0a.8	CP.0a.9	CP.0a.10
CP.0b	CP.0b.1	CP.0b.2	CP.0b.3	CP.0b.4	CP.0b.5	CP.0b.6	CP.0b.7	CP.0b.8	CP.0b.9	CP.0b.10
CP.0c	CP.0c.1	CP.0c.2	CP.0c.3	CP.0c.4	CP.0c.5	CP.0c.6	CP.0c.7	CP.0c.8	CP.0c.9	CP.0c.10
CP.0d	CP.0d.1	CP.0d.2	CP.0d.3	CP.0d.4	CP.0d.5	CP.0d.6	CP.0d.7	CP.0d.8	CP.0d.9	CP.0d.10
CP.0e	CP.0e.1	CP.0e.2	CP.0e.3	CP.0e.4	CP.0e.5	CP.0e.6	CP.0e.7	CP.0e.8	CP.0e.9	CP.0e.10
CP.0f	CP.0f.1	CP.0f.2	CP.0f.3	CP.0f.4	CP.0f.5	CP.0f.6	CP.0f.7	CP.0f.8	CP.0f.9	CP.0f.10
CP.0g	CP.0g.1	CP.0g.2	CP.0g.3	CP.0g.4	CP.0g.5	CP.0g.6	CP.0g.7	CP.0g.8	CP.0g.9	CP.0g.10
CP.0h	CP.0h.1	CP.0h.2	CP.0h.3	CP.0h.4	CP.0h.5	CP.0h.6	CP.0h.7	CP.0h.8	CP.0h.9	CP.0h.10
CP.0i	CP.0i.1	CP.0i.2	CP.0i.3	CP.0i.4	CP.0i.5	CP.0i.6	CP.0i.7	CP.0i.8	CP.0i.9	CP.0i.10
CP.0j	CP.0j.1	CP.0j.2	CP.0j.3	CP.0j.4	CP.0j.5	CP.0j.6	CP.0j.7	CP.0j.8	CP.0j.9	CP.0j.10

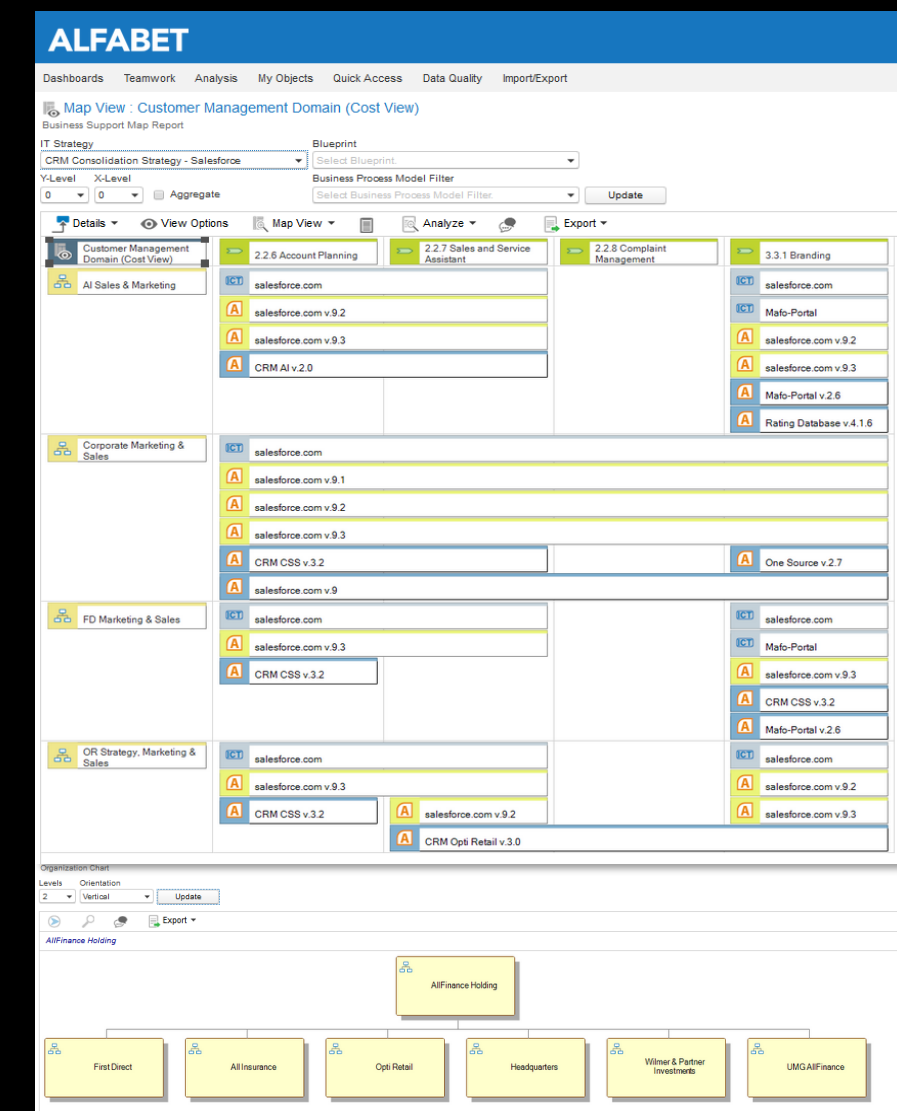
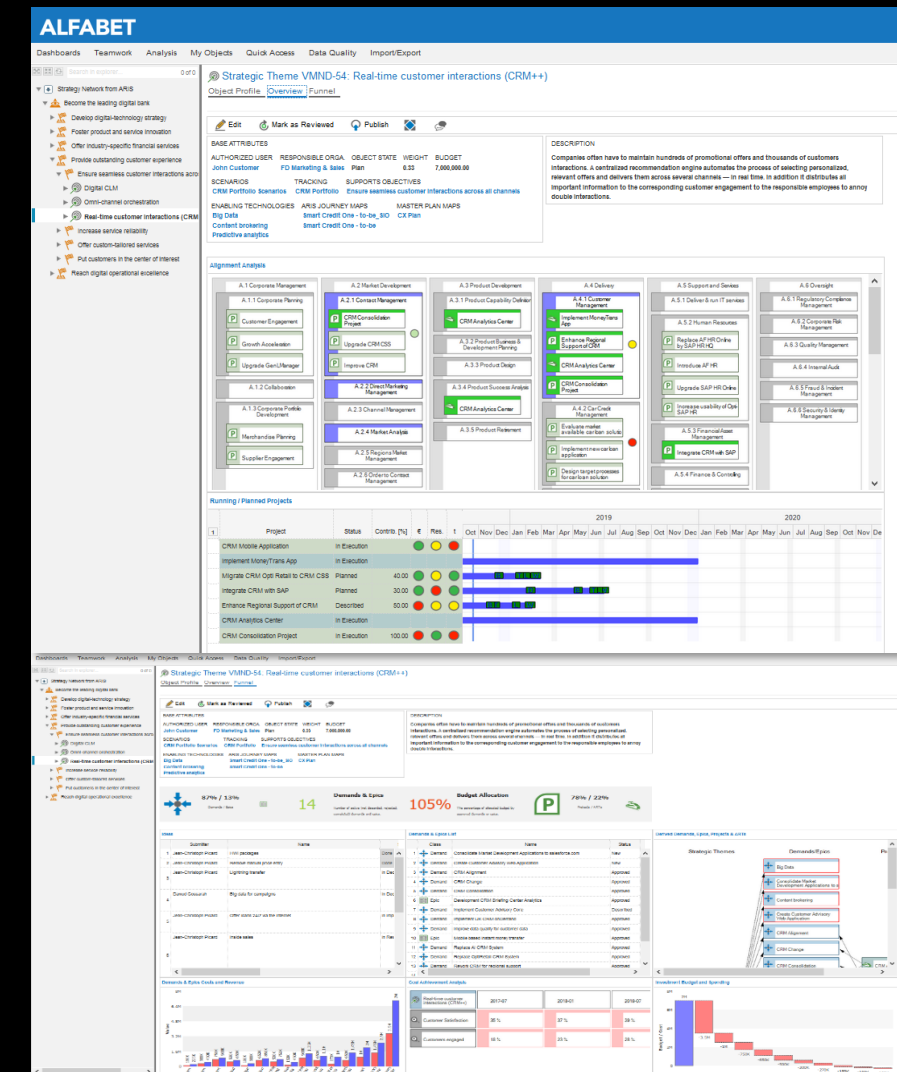
CHANGE PERSPECTIVE DIGITAL FOUNDATION-CP: ENTERPRISE-CONSOLIDATED CHANGE PLANNING & SOLUTIONING BASELINING (ACCELERATED)

CHANGE & TRANSFORMATION OUTLOOK REVIEW/REFINEMENT, CHANGE PORTFOLIO AND SOLUTION ARCHITECTURE OPTIMISATION AND HARMONISATION (+OTHER)

DISTILL AND BASELINE CHANGE PORTFOLIO DIGITAL FOUNDATION INTO CHANGE CAPABILITY MODEL (CCM BASELINED) DIGITAL FOUNDATION

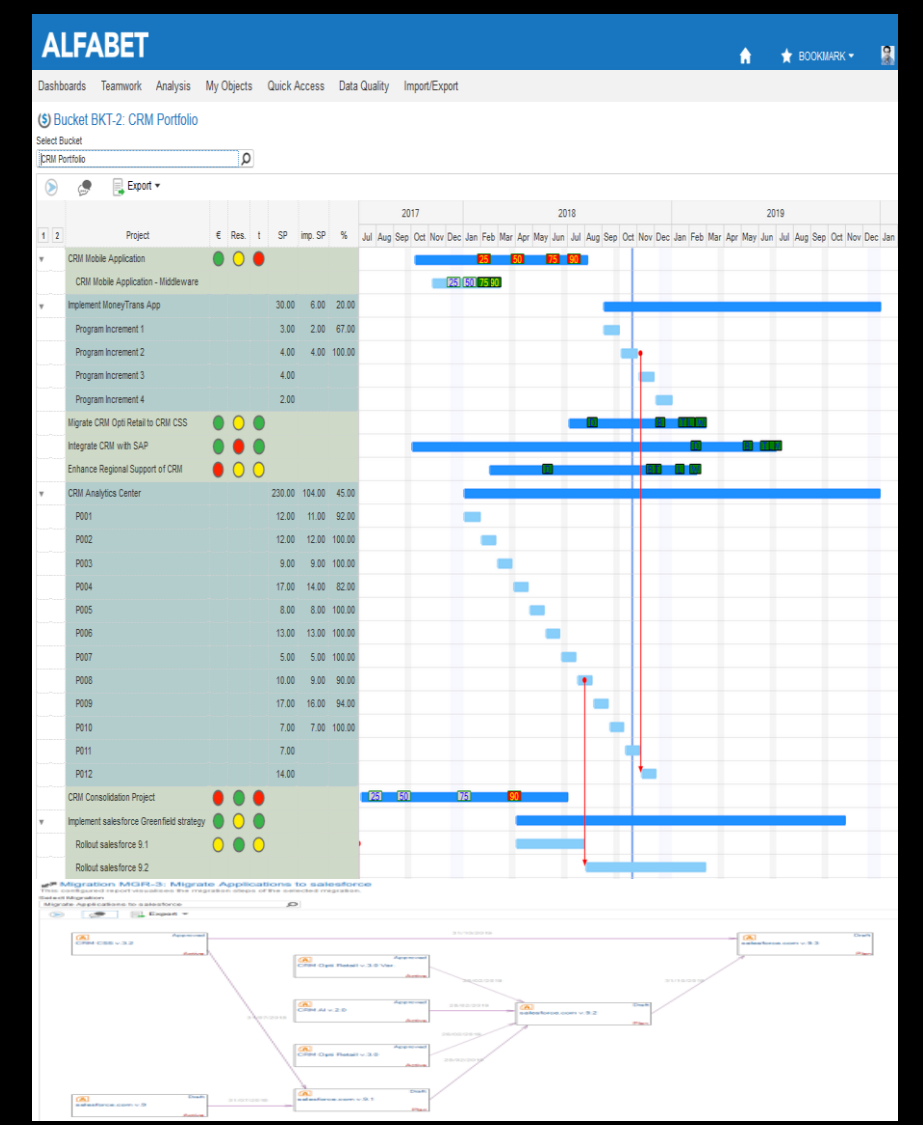
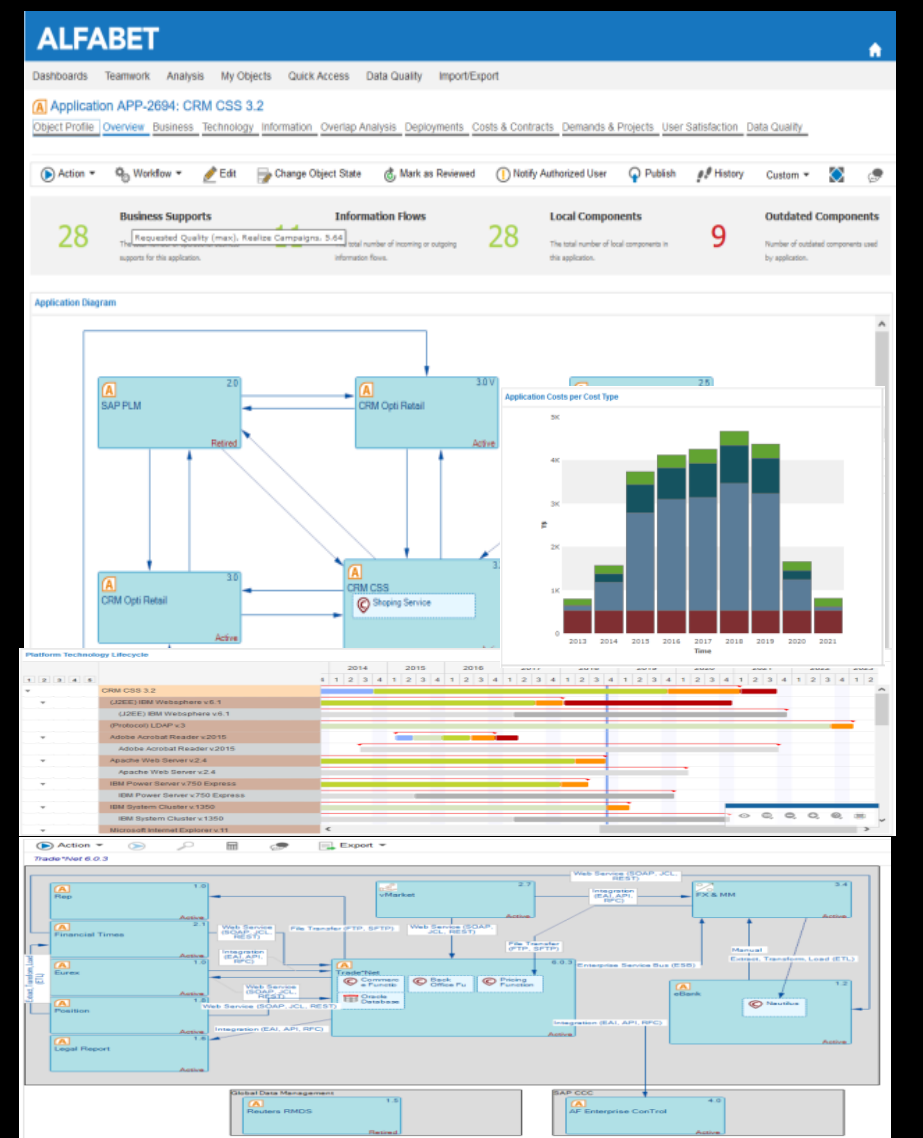
ENTERPRISE PERSPECTIVE – EP6

ENTERPRISE CAPABILITY MODEL (ECM) – 4+1 360-DEGREE ENTERPRISE ASSESSMENT & BASELINING



Business & Strategy Profile & Oversight Link

Enterprise IT App., Data, Technology Profile & Oversight Link



	New Business Development	Branch & Distribution Services	Banking Processing	Credit Card Processing	Securities Processing	Customer Servicing	Account Development	Financial Management	Business Portfolio Management	Business Administration
Strategy & Planning	Segment Analysis & Planning Sales & Acquisition Planning Product Planning	Channel/ Distribution Planning	Personal Finance Business Planning Corporate Finance Business Planning	Credit Card Strategy	Securities Strategy	Customer Servicing Strategy Wealth Management Strategy Treasury Strategy	Account Development Strategy Customer Portfolio & Analysis	Finance Policies	Asset & Liability Policy & Planning	Business and Resource Planning Business Architecture Alliance & Authority Management
Manage & Control	Acquisition Administration Product Administration Campaign Management	Branch Administration	Banking Oversight Credit Risk Management	Credit Card Oversight Credit Ch	Portfolio	Service Administration	Account Development Management Customer Behavior & Models	Financial Control Treasury	Operational Risk Management	Business Policies & Procedures Business Unit Tracking Audit/Assurance/ Legal
Execution	Product Development & Deployment Market Research Marketing Campaign Execution	Inventory Management Account Maintenance Statement Information Distribution Teller Services Document Management Settlements Card Issuance	Collateral Handling Loan Processing Deposits & Withdrawals Retail Lending Commercial Lending	Merchant Operations Authorizations Billing Payments Rewards Management Financial Capture Product Processing	Management Trading (Front Office) Trade Execution (Back Office) Deal Confirmation Securities Finance Wire Room	Application Processing Case Handling	Customer Credit Management Relationship Management Customer Profile Management Correspondence Contact/ Event History	Collections & Recovery Reconciliations Financials Consolidation Accounting General Ledger	Consolidated Book/Position Maintenance Securitization Loan Syndication	Branch Network Operations Human Resource Management Facilities Operation & Maintenance Systems Development & Administration Alliance SLA Administration Fixed Asset Register Production Assurance (Help Desk)

Organisation Profile & Oversight Link

Change Portfolio- PGMs & Projects Profile & Oversight Link

PROFILING AND MAPPING ECM THROUGH LENSES OF BUSINESS, ORGANISATION, IT, AND CHANGE PORTFOLIO

Business Value Lens (SCM relation)

Organisation Lens

IT & Technology Lens

Portfolio Lens

Business Capability Model (BCM)

	Customer Relationship	Business & Finance	Compliance, Risk & Quality	Information Management	Solution Development	Solution Value Chain (Supply Chain, Support & Services)
Strategy & Plan	Client Business Development	Business & Finance Strategy	Business Resilience Strategy	Asset & Information Management Strategy	Research & Development Strategy	Value Chain Strategy
	Market Management	Business Portfolio Management	Business Resilience Strategy	Knowledge Management Strategy	Platform Strategy	Value Chain Planning
	Channel Strategy	Bus. Enterprise Architecture	Regulatory Compliance Strategy	Knowledge Management Strategy	Development Capability Management	Value Chain Rules & Policies
Manage	Market Portfolio Management	Manage Standard Business Models	Business Process Compliance	Information Resource Management	Solutions Architecture	Value Chain Management
	Client profile management	Financial Management	Security, Privacy & Data Protection	Development Process Deployment	Demand & Supply Management	
	Opportunity Management	Bus. Process Performance	Integrated Risk Management	Intellectual Property Management	Development Program Mgt.	
	Sales Management	Human Resources Management	Regulatory Compliance Mgt.	Release Integration Planning	Partner Process Integration	Partner management
Execute	Account & Territory Management	Financial Operations	Implement Compliance Policies	Data & Content Management	Research	Procurement Execution
	Solution Marketing	Bus. Processes & IT Infrastructure	Quality Management	Knowledge Capture & Availability	Solution Engineering	Production Management
	Manage Contract Lifecycle	HR Operations	Business Resilience & Disaster recovery	IP Capitalization	Solution Integration	Solution Operations & Maintenance
		Legal Management & Support		Asset Lifecycle Management	Engineering support	Warranty Management

	New Business Development	Branch & Distribution Services	Banking Processing	Credit Card Processing	Securities Processing	Customer Servicing	Account Development	Financial Management	Business Portfolio Management	Business Administration
Strategy & Planning	Segment Analysis & Planning	Channel/Distribution Planning	Personal Finance Business Planning	Credit Card Strategy	Securities Strategy	Customer Servicing Strategy	Account Development Strategy	Finance Policies	Asset & Liability Policy & Planning	Business and Resource Planning
	Sales & Acquisition Planning		Corporate Finance Business Planning			Wealth Management Strategy	Customer Portfolio & Analysis			Business Architecture Alliance & Authority Management
	Product Planning		Treasury Strategy			Treasury Strategy	Business Policies & Procedures			
Manage & Control	Acquisition Administration	Branch Administration	Banking Oversight	Credit Card Oversight	Portfolio Management	Service Administration	Account Development Management	Financial Control	Operational Risk Management	Branch Network Operations
	Product Administration		Credit Risk Management			Market Risk Management	Customer Behavior & Models			Business Unit Tracking Audit/Assurance/Legal
	Campaign Management		Collateral Handling			Merchant Operations	Application Processing			Consolidated Back/Position Maintenance
Execution	Product Development & Deployment	Inventory Management	Loan Processing	Authorizations	Order Management	Customer Credit Management	Relationship Management	Reconciliations	Human Resource Management	Facilities Operation & Maintenance
	Market Research	Statement Information Distribution	Deposits & Withdrawals	Billings	Trade Execution (Back Office)	Customer Profile Management	Financials Consolidation	Securitization	Systems Development & Administration	Alliance SLA Administration
	Marketing	Teller Services	LC Processing	Rewards Management	Deal Confirmation	Case Handling	Accounting General Ledger	Loan Syndication	Fixed Asset Register	Production Assurance (Ship Desk)
	Campaign Execution	Document Management	Retail Lending Commercial Lending	Financial Capture	Securities Finance		Contact/Event History			
		Settlements	Commercial Lending	Product Processing	Wire Room					
		Card Issuance								

- Fact based analysis made with 4+1 mapping
- Business capabilities are assessed in relation to the 4 aspects
- Optimised roadmap and change (implementation) planning made based on uptodate valid enterprise insight and data



ENTERPRISE CAPABILITY MODEL (ECM): USED AS BASELINE TO ASSESS CURRENT ENTERPRISE AND OPTIMISE PROGRESSION TO TARGET OPERATING MODEL (TOM)

	New Business Development	Branch & Distribution Services	Banking Processing	Credit Card Processing	Securities Processing	Customer Servicing	Account Development	Financial Management	Business Portfolio Management	Business Administration
Strategy & Planning	Segment Analysis & Planning	Channel/Distribution Planning	Personal Finance Business Planning	Credit Card Strategy	Securities Strategy	Customer Servicing Strategy	Account Development Strategy	Finance Policies	Asset & Liability Policy & Planning	Business and Resource Planning
	Sales & Acquisition Planning		Corporate Finance Business Planning			Wealth Management Strategy	Customer Portfolio & Analysis			Business Architecture
	Product Planning		Treasury Strategy			Alliance & Authority Management				
Manage & Control	Acquisition Administration	Branch Administration	Banking Oversight	Credit Card Oversight	Portfolio Management	Service Administration	Account Development Management	Financial Control	Operational Risk Management	Business Policies & Procedures
	Product Administration		Credit Risk Management	Credit Checking	Market Risk Management		Customer Behavior & Models	Treasury		Business Unit Tracking
	Campaign Management		Audit/Assurance/Legal							
Execution	Product Development & Deployment	Inventory Management	Collateral Handling	Merchant Operations	Valuations	Application Processing	Customer Credit Management	Collections & Recovery	Consolidated Book/Position Maintenance	Branch Network Operations
		Account Maintenance	Loan Processing	Authorizations	Order Management		Relationship Management	Reconciliations		Human Resource Management
	Market Research	Statement	Deposits & Withdrawals	Billing	Trading (Front Office)		Customer Profile Management	Financials Consolidation		Securitization
		Information Distribution	LC Processing	Payments	Trade Execution (Back Office)	Systems Development & Administration				
	Marketing	Teller Services	Retail Lending Commercial Lending	Rewards Management	Deal Confirmation	Case Handling	Correspondence	Accounting General Ledger	Loan Syndication	
		Document Management	Financial Capture	Securities Finance	Alliance SLA Administration					
	Settlements	Commercial Lending	Product Processing	Wire Room	Fixed Asset Register					
	Campaign Execution	Card Issuance				Contact/Event History			Production Assurance (Help Desk)	

- FOCUS ON EVALUATING OPERATING CAPABILITIES
- BUSINESS STRATEGY ELEMENTS NOT EVALUATED
- EVALUATION FOCUSED ON ENTERPRISE WIDE MARKETING, MERCHANDISING AND SCM AND DIGITAL CHANNEL FRONT END

LEGEND

CRITICAL AREA LACKING CAPABILITY

SIGNIFICANT POTENTIAL TO IMPROVE FOR SCALABILITY

CAN CONTINUE IN CURRENT MODE WITH INCREMENTAL IMPROVEMENTS



OPTIMISATION OF THE IT & TECHNOLOGY WITH CAPABILITY OWNERSHIP

	IT Customer Relationship Management	IT Business Management	Business Resilience	Information and Knowledge	Service and Solution Development	Service and Solution Deployment	Service Delivery and Support		
Strategy	Business Enablement Service & Solution Strategy	Business Technology Strategy	Business Resilience Strategy	Information Management Strategy	Development Strategy	Deployment Strategy	Service Delivery Strategy	Internal	
		Enterprise Architecture	Regulatory Compliance Strategy	Knowledge Management Strategy			Assesdss-TBD		
		Portfolio Management	Integrated Risk Strategy	IT Support Strategy					
		Technology Innovation							
Manage	Business Performance Planning	Financial Management	Continuous Business Operations	Information Architecture	Services and Solutions Lifecycle Planning	Change Planning	Operations Planning	Partner	
	Demand Management	Business Technology Performance & Value	Regulatory Compliance	Information Resource Management	Services and Solutions Architecture	Release Planning	Infrastructure Resource Planning		Co Source
	Communications Planning	Human Resources Management	Integrated Risk Management	Knowledge Resource Management			Support Services Planning		
Execute	Business Performance Mgmt	IT Financial Management	Business Resilience	Data and Content Management	Service and Solution Creation	Change Implementation	Support Service Management	In Source	
	IT Service and Solution Marketing	Staff Administration & Development	Regulatory Compliance Remediation	Knowledge Capture And Availability	Service and Solution Maintenance	Release Implementation	Infrastructure Resource Management		
		Supplier and Contract Administration					Infrastructure Operations		



Thank You!

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Digital Enterprise Transformation



THE EVOLUTION OF X-CAPABILITY MODEL (XCM)

CCM (Change Capability Model)

Arsalan N. Rad

Distinguished Enterprise & Business Architect (The Open Group)



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Digital Enterprise Transformation

Career Roles

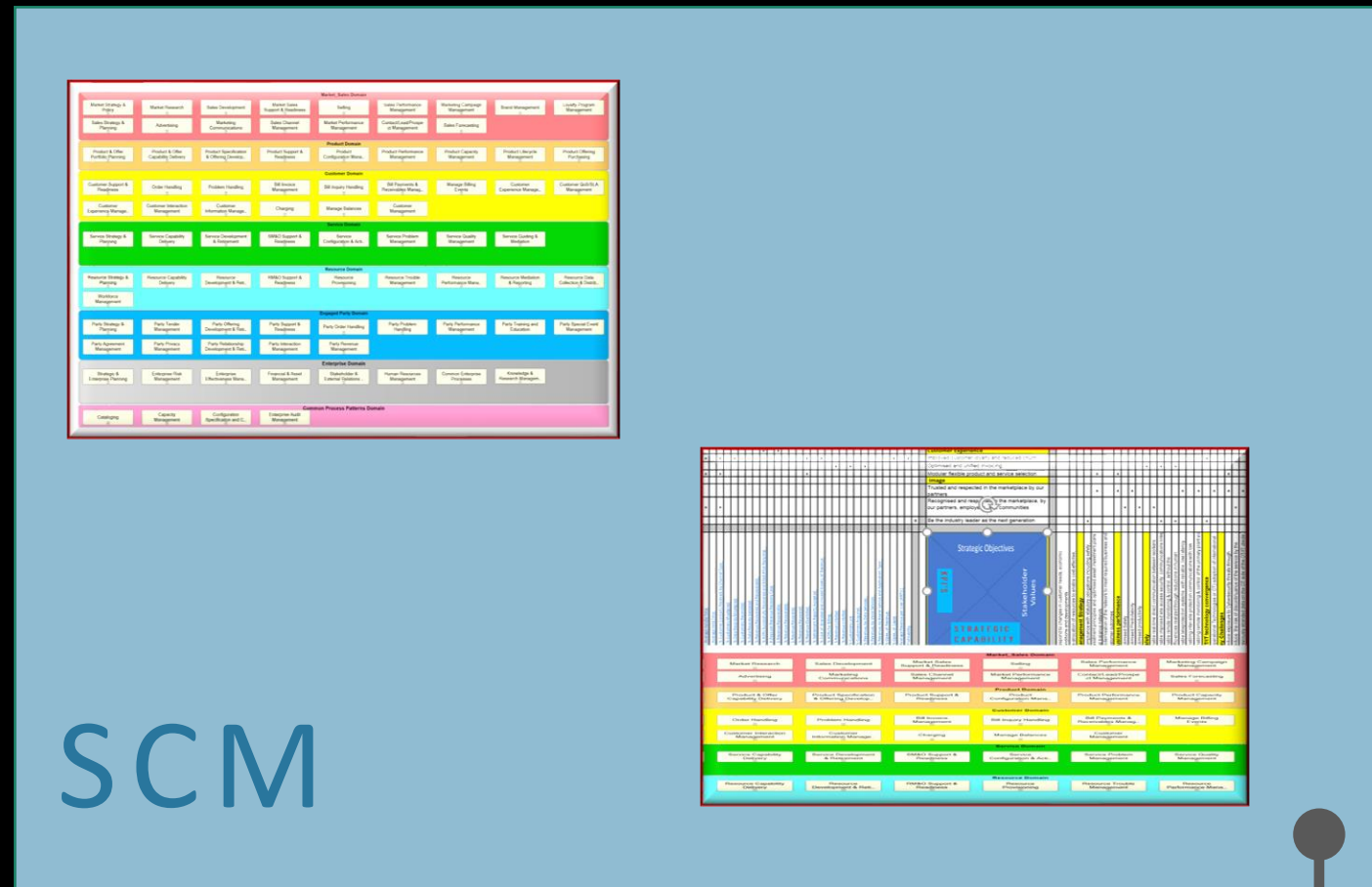
- Founder & Managing Director EATransform
- Global Head of Digital and Consulting | Esplendor Group - UK/Europe
- Head of Consulting Partners, EA & Digital | Wipro - UK/Europe
- Director CIO Advisory, Executive Architect | IBM UK/Europe
- Managing Director | ODC Netherlands
- Head of Enterprise Architecture Europe | DXC Europe
- Senior Consultant | Accenture Sweden
- Practice Leader Object Technology Practice | IBM North America



THE 4-STAGE EVOLUTION OF THE CAPABILITY MODEL (XCM)

1-SCM – WHAT does the Business want to be and do?

What Strategic Capabilities best support key strategic products and services, and how do we measure and monitor fulfillment of target capabilities?



3- ECM - HOW does the Enterprise operate (to optimally accommodate and implement the Business)?

What Enterprise Capabilities best support target Business Capabilities (and hence implicitly Strategic Goals and KPI's) with optimized Organisation, Technology, and Planning, where are the commonalities to leverage to optimize, and, where can we differentiate?



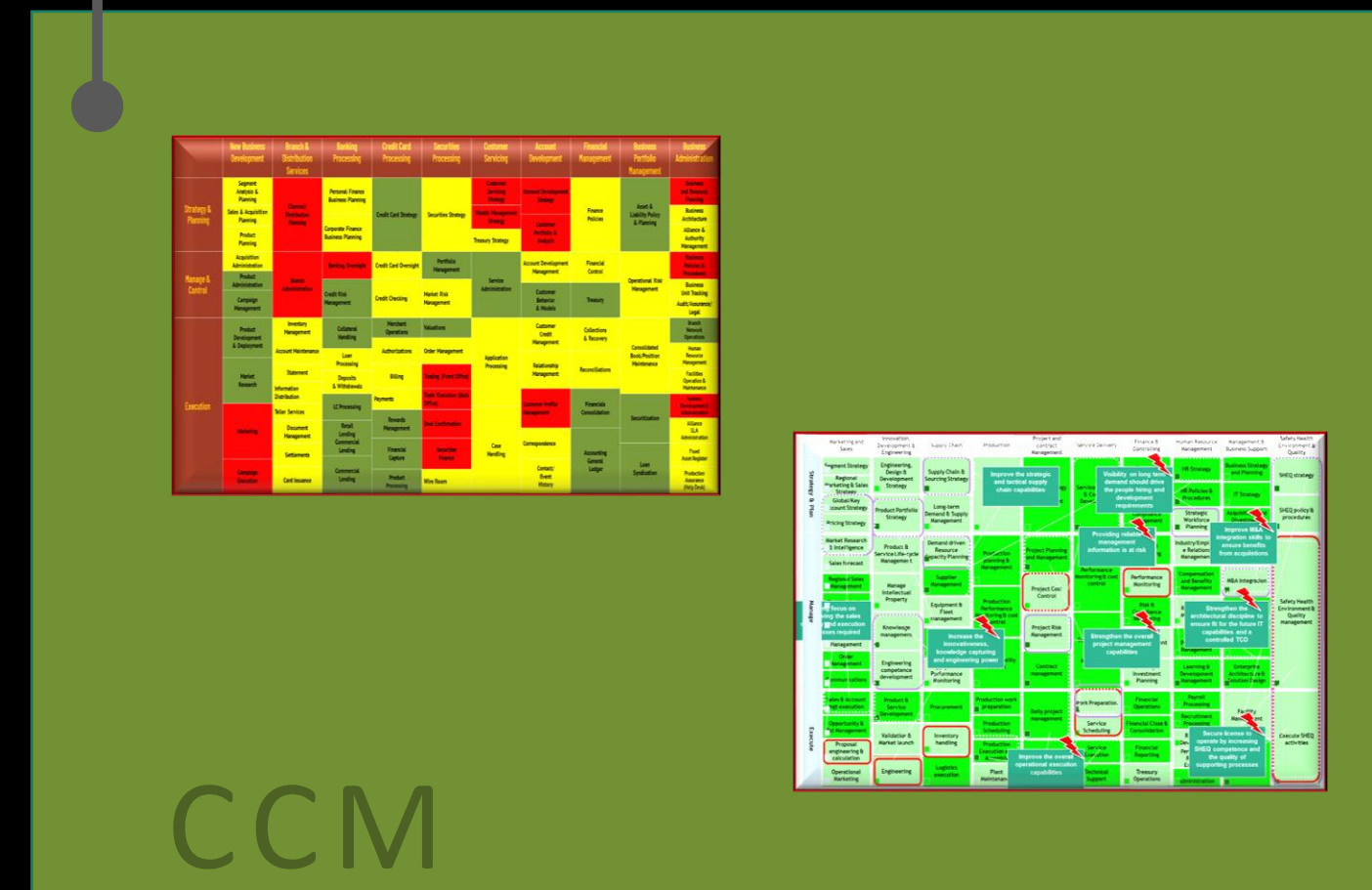
2-BCM – HOW does the Business operate (function & Structure)?

Business Capabilities can best support baselined Strategic Capabilities, what Business Service Capabilities are needed for the Business to operate optimally to fulfill Strategic Goals and KPI's, and, where can we differentiate?

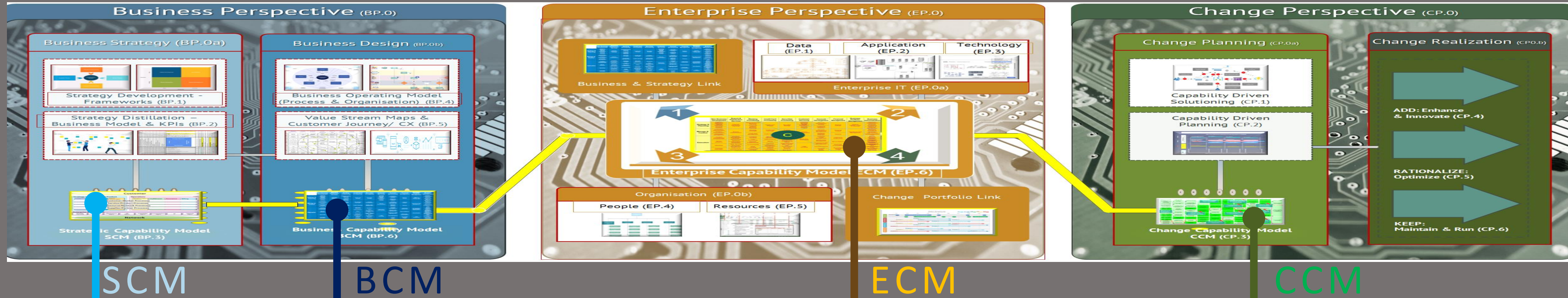


4- CCM – How are changes solutioned and planned to be implemented to make the Business agile and achieve new Business requirements?

Which are the areas for Implementation, Change or Transformation to achieve optimized improvement for change Program to be planned or prioritised?



DIGITAL FOUNDATION WITH E-PERSPECTIVES



BP.0	BP.0a	BP.0b	BP.0c	BP.0d	BP.0e	BP.0f	BP.0g	BP.0h	BP.0i	BP.0j
Strategic Capabilities	Business Process & Services	Business Capabilities	Business Capabilities	Business Capabilities	Business Capabilities	Business Capabilities	Business Capabilities	Business Capabilities	Business Capabilities	Business Capabilities
Product Design	Customer Design	Service Management	Resource Design	Engaged Party Design	Enterprise Design	Enterprise Design	Enterprise Design	Enterprise Design	Enterprise Design	Enterprise Design

BUSINESS PERSPECTIVE DIGITAL FOUNDATION-BP: CURRENT AND TARGET BUSINESS STRATEGY & DESIGN DIGITAL FOUNDATION BASELINING (ACCELERATED)

BUSINESS STRATEGY REVIEW/REFINEMENT, BUSINESS CANVAS MODELING, X-MATRIX (+ OTHER)
 DISTILL AND BASELINE BUSINESS STRATEGY DIGITAL FOUNDATION INTO STRATEGIC CAPABILITY MODEL (SCM BASELINED)

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 DISTILL AND BASELINE BUSINESS DESIGN DIGITAL FOUNDATION INTO BUSINESS CAPABILITY MODEL (BCM BASELINED) DIGITAL FOUNDATION

EP.0	EP.0a	EP.0b	EP.0c	EP.0d	EP.0e	EP.0f	EP.0g	EP.0h	EP.0i	EP.0j
Enterprise Architecture EA	Enterprise Architecture EA	Enterprise Architecture EA	Enterprise Architecture EA	Enterprise Architecture EA	Enterprise Architecture EA	Enterprise Architecture EA	Enterprise Architecture EA	Enterprise Architecture EA	Enterprise Architecture EA	Enterprise Architecture EA
Product Design	Customer Design	Service Management	Resource Design	Engaged Party Design	Enterprise Design	Enterprise Design	Enterprise Design	Enterprise Design	Enterprise Design	Enterprise Design

ENTERPRISE PERSPECTIVE DIGITAL FOUNDATION-EP: CURRENT AND TARGET ENTERPRISE ARCHITECTURE DIGITAL FOUNDATION BASELINING (ACCELERATED)

ENTERPRISE ARCHITECTURE REVIEW/REFINEMENT, "4+1" 360-DEGREE MAPPING AND PROFILING OF IT ARCHITECTURE, ORGANIZATION & RESOURCING, AS WELL AS CHANGE PORTFOLIO AND BUSINESS VALUE LINK & PROFILE
 ESTABLISH CURRENT ARCHITECTURE, HEAT-MAP THE ECM, AND DEFINE TARGET ENTERPRISE ARCHITECTURE
 DISTILL DIGITAL ENTERPRISE DIGITAL FOUNDATION INTO ENTERPRISE CAPABILITY MODEL (ECM BASELINED)

CP.0	CP.0a	CP.0b	CP.0c	CP.0d	CP.0e	CP.0f	CP.0g	CP.0h	CP.0i	CP.0j
Change Planning	Change Planning	Change Planning	Change Planning	Change Planning	Change Planning	Change Planning	Change Planning	Change Planning	Change Planning	Change Planning
Change Realization	Change Realization	Change Realization	Change Realization	Change Realization	Change Realization	Change Realization	Change Realization	Change Realization	Change Realization	Change Realization

CHANGE PERSPECTIVE DIGITAL FOUNDATION-CP: ENTERPRISE-CONSOLIDATED CHANGE PLANNING & SOLUTIONING BASELINING (ACCELERATED)

CHANGE & TRANSFORMATION OUTLOOK REVIEW/REFINEMENT, CHANGE PORTFOLIO AND SOLUTION ARCHITECTURE OPTIMISATION AND HARMONISATION (+OTHER)
 DISTILL AND BASELINE CHANGE PORTFOLIO DIGITAL FOUNDATION INTO CHANGE CAPABILITY MODEL (CCM BASELINED) DIGITAL FOUNDATION
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HEATMAPPING TO ASSESS MATURITY GAPS PROVIDES INSIGHT IN WHERE TO FOCUS THE ATTENTION IN A TRANSFORMATION



HEATMAPPING PROVIDES CLEAR PATH TO TRANSFORMATION (PROGRAMS/PROJECTS), WHILE MAINTAINING MUTUAL INTEGRITY





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