EA TRANSFORM

Digital Enterprise Transformation

ePerspectives

Digital Enterprise Method & Framework

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 Europe | DXC Europe
- Senior Consultant | Accenture Sweden
- Practice Leader Object Technology Practice | IBM North America

EA TRANSFORM CONFIDENTIAL

THE IMPERATIVE FOR DIGITAL TRANSFORMATION

Digital transformation addresses the profound transformation of the activities of the business, processes, organization, and IT and technology, to fully leverage the changes and opportunities of a mix of digital technologies and their accelerating impact on business strategic direction.

- **Digital Transformation is one of only a few high priorities facing organizations across all industries, and the market size for business and digital transformation is a multi-hundred billion market**

- **The digital era has brought new challenge to organization such as more aggressive competition, demanding customer expectations, significantly shortened idea to market cycle time, and transition from a product-based model to one of servitization and customer centricity. This leaves organizations with little choice but to successfully embrace and execute digital transformation**

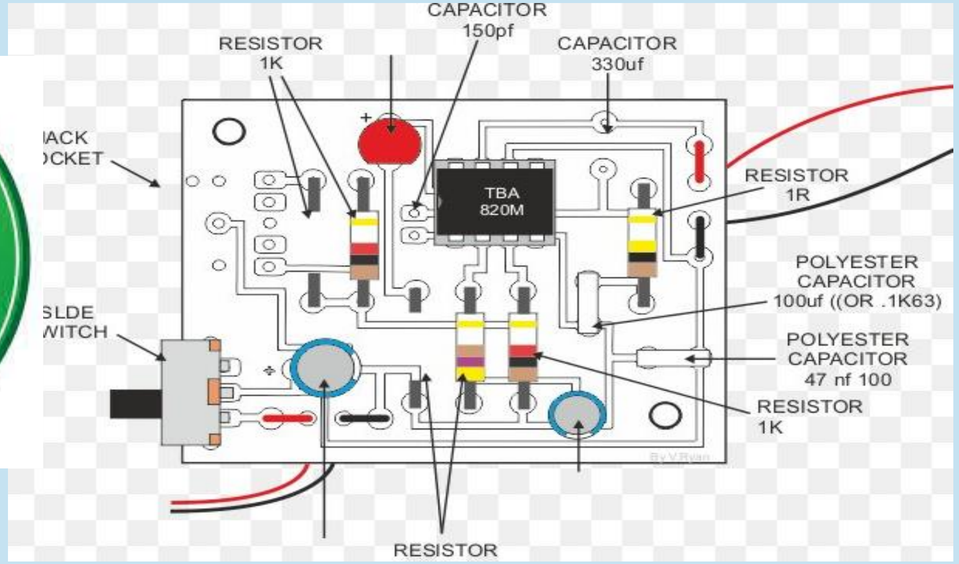
- **C-level executives have an unprecedented challenge for full visibility and coordination across the business and IT, with encompassing business strategy and business model, products, services, resources, locations, applications, projects, etc., hence greater oversight into work and improved accuracy and currency of insight**

- **According to McKinsey most organizations experience much greater complexity in their digital transformation journey leading to even opposite effects such as being slower to market or less capable of responding quickly to the changing customer demands**

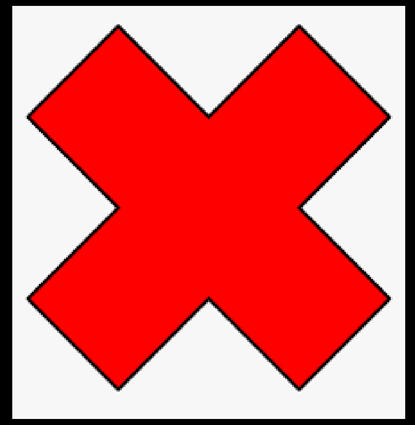
- **It is therefore imperative for organizations to devise well-founded digital transformation roadmaps that can be simplified enough to be uniformly understood and embraced across various parts of the organization that often have different backgrounds and approaches, and fully optimized and aligned with Business Strategy & Goals, KPI's, Values, Customer Experience, as well as Enterprise IT & Technology landscape**

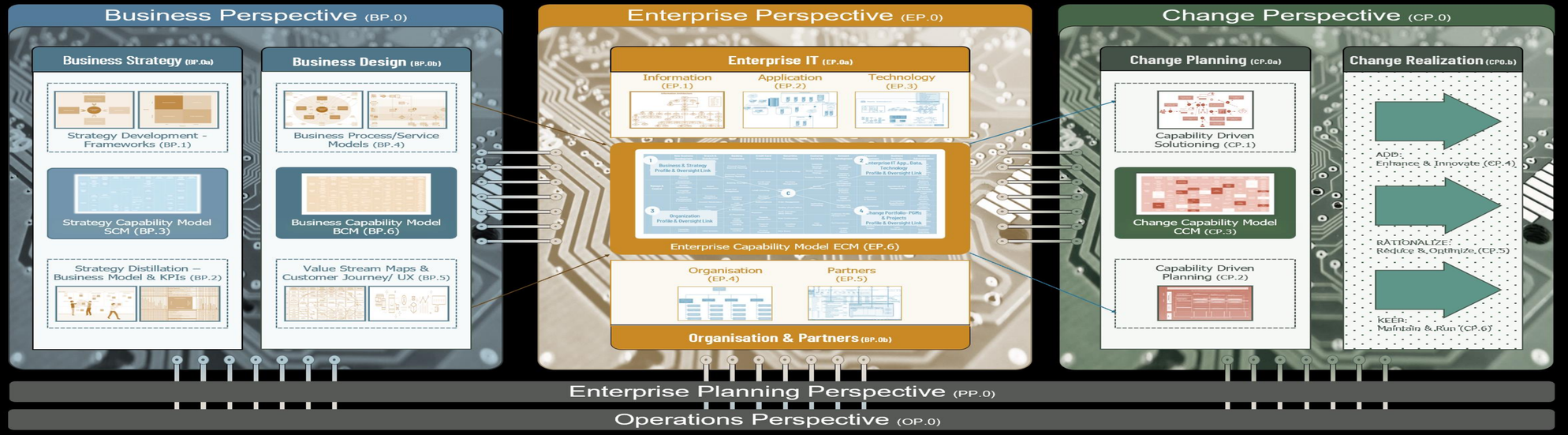
- **This makes a strong case for an outcome-based EA-driven approach to manage the complexity associated with digital transformation to ensure that change & transformation Programs are also harmonized and optimized across Business and IT**

DIGITAL PARADIGM SHIFT - ELECTRONICS



DIGITAL PARADIGM SHIFT – BUSINESS ENTERPRISE





EPERSPECTIVES: DIGITAL ENTERPRISE – BASELINED, SIMPLIFIED, AND UNIFIED

Business Perspective (BP.0)

Business Strategy (BP.0a)

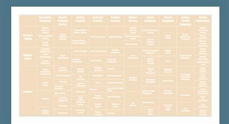
Strategy Development - Frameworks (BP.1)

Strategy Capability Model SCM (BP.3)

Strategy Distillation – Business Model & KPIs (BP.2)

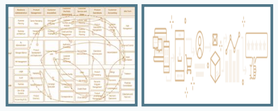
Business Design (BP.0b)

Business Process/Service Models (BP.4)



Business Capability Model BCM (BP.6)

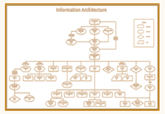
Value Stream Maps & Customer Journey/ UX (BP.5)



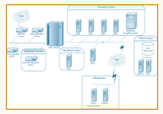
Enterprise Perspective (EP.0)

Enterprise IT (EP.0a)

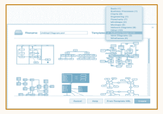
Information (EP.1)

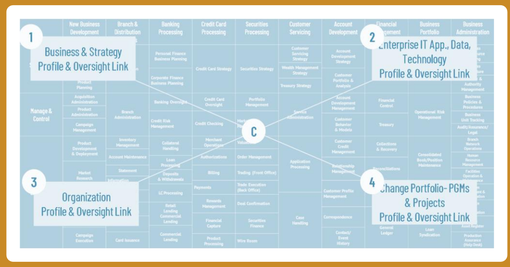


Application (EP.2)



Technology (EP.3)

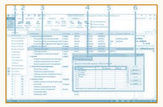




Enterprise Capability Model ECM (EP.6)

Organisation (EP.4)

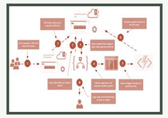
Partners (EP.5)



Organisation & Partners (BP.0b)

Change Perspective (CP.0)

Change Planning (CP.0a)



Capability Driven Solutioning (CP.1)

Change Capability Model CCM (CP.3)

Capability Driven Planning (CP.2)

Change Realization (CP0.b)

ADD:
Enhance & Innovate (CP.4)

RATIONALIZE:
Reduce & Optimize (CP.5)

KEEP:
Maintain & Run (CP.6)

Enterprise Planning Perspective (PP.0)

Operations Perspective (OP.0)

EA TRANSFORM CONFIDENTIAL

EPERSPECTIVES: DIGITAL ENTERPRISE – BASELINED, SIMPLIFIED, AND UNIFIED

Business Perspective (BP.0)

Business Strategy (BP.0a)

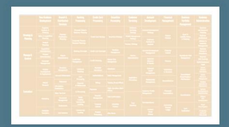
Strategy Development - Frameworks (BP.1)

Strategy Capability Model SCM (BP.3)

Strategy Distillation – Business Model & KPIs (BP.2)

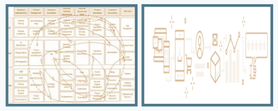
Business Design (BP.0b)

Business Process/Service Models (BP.4)



Business Capability Model BCM (BP.6)

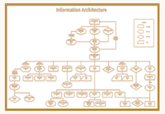
Value Stream Maps & Customer Journey/ UX (BP.5)



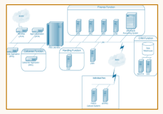
Enterprise Perspective (EP.0)

Enterprise IT (EP.0a)

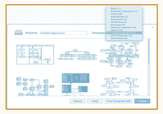
Information (EP.1)

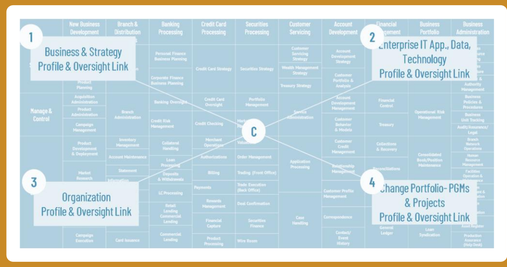


Application (EP.2)



Technology (EP.3)

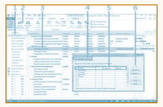




Enterprise Capability Model ECM (EP.6)

Organisation (EP.4)

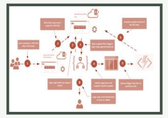
Partners (EP.5)



Organisation & Partners (BP.0b)

Change Perspective (CP.0)

Change Planning (CP.0a)



Capability Driven Solutioning (CP.1)

Change Capability Model CCM (CP.3)

Capability Driven Planning (CP.2)

Change Realization (CP0.b)

ADD:
Enhance & Innovate (CP.4)

RATIONALIZE:
Reduce & Optimize (CP.5)

KEEP:
Maintain & Run (CP.6)

Enterprise Planning Perspective (PP.0)

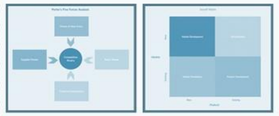
Operations Perspective (OP.0)

EA TRANSFORM CONFIDENTIAL

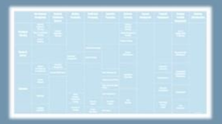
EPERSPECTIVES: DIGITAL ENTERPRISE – BASELINED, SIMPLIFIED, AND UNIFIED

Business Perspective (BP.0)

Business Strategy (BP.0a)



Strategy Development - Frameworks (BP.1)



Strategy Capability Model SCM (BP.3)

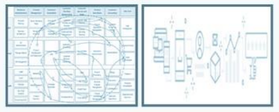
Strategy Distillation – Business Model & KPIs (BP.2)

Business Design (BP.0b)

Business Process/Service Models (BP.4)

Business Capability Model BCM (BP.6)

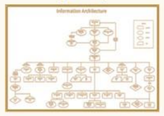
Value Stream Maps & Customer Journey/ UX (BP.5)



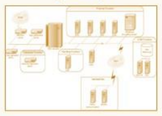
Enterprise Perspective (EP.0)

Enterprise IT (EP.0a)

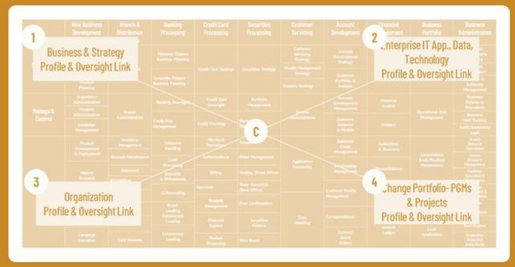
Information (EP.1)



Application (EP.2)

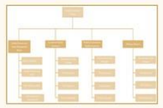


Technology (EP.3)



Enterprise Capability Model ECM (EP.6)

Organisation (EP.4)



Partners (EP.5)

Organisation & Partners (BP.0b)

Change Perspective (CP.0)

Change Planning (CP.0a)

Capability Driven Solutioning (CP.1)

Change Capability Model CCM (CP.3)

Capability Driven Planning (CP.2)

Change Realization (CP0.b)

ADD:
Enhance & Innovate (CP.4)

RATIONALIZE:
Reduce & Optimize (CP.5)

KEEP:
Maintain & Run (CP.6)

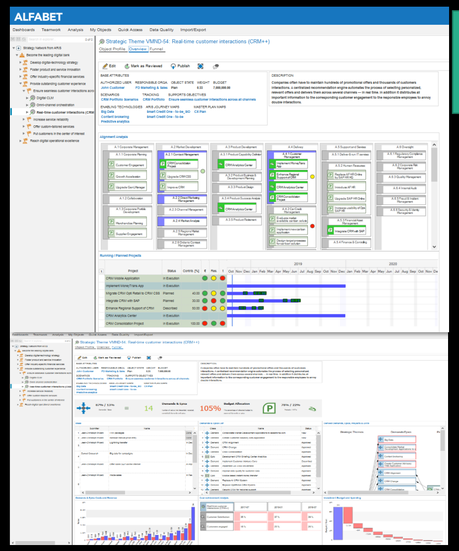
Enterprise Planning Perspective (PP.0)

Operations Perspective (OP.0)

EA TRANSFORM CONFIDENTIAL

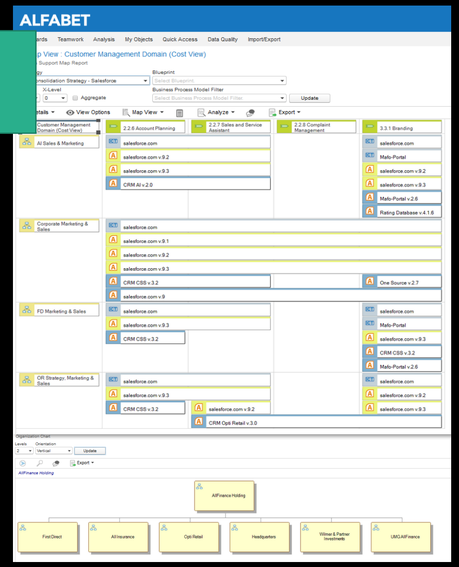
ENTERPRISE CAPABILITY MODEL (ECM):

BUSINESS CAPABILITY MODEL (BCM) BECOMES MAPPED, PROFILED, AND "BASELINED" WITH 360-DEGREE ENTERPRISE INSIGHT



Business & Strategy
Profile & Oversight Link

1

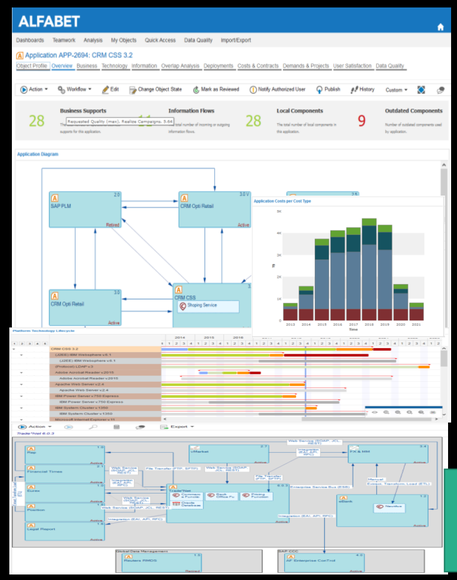


Organization
Profile & Oversight Link

2

	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			Platform Strategy	Value Chain Planning	
	Channel Strategy	Bus. Enterprise Architecture	Regulatory Compliance Strategy	Knowledge Management Strategy	Development Capability Management	Value Chain Rules & Policies	
		Enterprise Resource Strategy					
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		Develop. Process Deployment	Demand & Supply Management	
	Opportunity Management	Bus. Process Performance	Integrated Risk Management	Intellectual Property Management	Development Program Mgt.		
	Sales Management	IT Management	Regu Compl		Release Integration Planning	Partner Process Integration	Partner management
		Human Resources Management					
Execute	Account & Territory Management	Financial Operations	Imp Com 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		IP Capitalization	Solution Compo-nent Development	Solution Integration	Warranty Management
	Manage Contract Lifecycle	Legal Management & Support	Business Resilience & Disaster recovery	Asset Lifecycle Management	Collaborative Design-In	Solution Logistics	Client Inventory Management
					Engineering support		

C

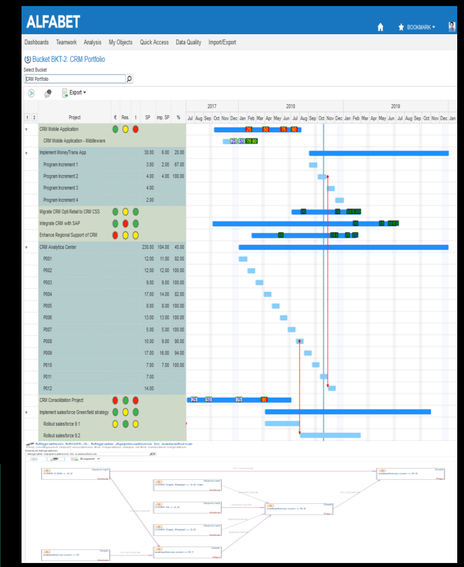


3

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

4

Change Portfolio- PGMs & Projects
Profile & Oversight Link



EA TRANSFORM CONFIDENTIAL

KEY CHALLENGES TO DIGITAL TRANSFORMATIONS

1. Follow a method and approach to Digital Transformation that actually works and can be executed.

Most Digital Transformation initiatives have failed to produce the promised results and benefits due to organizational complexities and difficulties to ensure that transformation planning is based on real understanding of current landscape and future ambitions, and to define a practical and doable transformation roadmap towards the target state. Methodologies used for digital transformation are often academic and not practical, let alone proven.

Many System Integrators (SI's) use approaches that are tedious, complex to understand, and highly expensive.
Many organizations find this out the hard way, after very comprehensive and highly costly initiatives not only fail to live up to the great promises made,but may also lead to further complications warranting corrective measures to untangle the new complexities.

It is most critically important to rely on an approach to digital transformation that leverages true harmonized and enterprise-architecture driven transformation, but is expressed in "Business/Humanized" language that is more intuitive and can be understood and embraced uniformly across the organization, and across the business and IT.

2. Consolidate complex interrelationships and dependencies between entities despite different roles and mindsets.

This requires an unprecedented level of oversight, control, and coordination not only within each separate entity, but across a wide range of organizational entities that often operate in slio's (e.g. Business Strategy or Operations, IT Operations, PMO and EA).
Same uniform language and similar methodology and terminology, and same oversight and interpretation of enterprise insight and data with same semantics in approach is needed to avoid organizational misalignment.

KEY CHALLENGES TO DIGITAL TRANSFORMATIONS (II)

3. Keep people on the same page across the organization with uniform data and interpretation of it.

Not only do organizations need uniform approach and terminology and coordination across organizational entities, but also tools that can be aligned with the uniform enterprise-wide approach.
Static desktop-tools like Excel and Word are entirely inadequate for reliable oversight and decision making.
Tools must follow the same “Enterprise Architecture reference model” used across the organization and be suited to accommodate digital enterprise architecture and transformation methodologies.
They also need to be digitized and remain up to date with reliable and on-demand available data as a single version of truth to enable effective collaboration to make faster and more effective decisions, achieve growth targets, adapt more deftly to changing conditions, and better plan for the future.

4. Accurately measure progress of digital transformation and the benefits delivered.

Keeping the right information and real-time analytics at your fingertips will enable you to most effectively measure progress. The right solution here again is a strategic dashboard or “Command & Control Center”, which should be accessible across the organization.
Decision makers need access to a strategic dashboard that gives them full visibility and control over the digital transformation landscape, to measure changes through real-time visibility into performance, financials, and investments from across the business and IT.
Moreover, this will reduce the risk of failure, improve the ability to meet growth targets and to quickly make trade-off decisions when necessary based on priorities or constraints.

ACCELERATE DIGITAL TRANSFORMATION

Whether the aim is to reduce costs while achieving digital innovation, address regulatory requirements or become more agile to meet business demands, ePerspectives can help successfully drive and underpin the enterprise digital transformation journey, with differentiating value such as:

- **Ensure business drives IT** with fully traceable Business to IT enablement – business and IT aligned with uniform framework
- **Empower business with holistic oversight** across the organization in a dashboard – the dashboard serves as "Command & Control Center"
- **Enable significant cost saving** with 360-degree up-to-date enterprise oversight – once enterprise 360-degree insight is baselined, there can be immediate significant cost saving opportunities that require minimum investment or effort, e.g. in application portfolio optimization
- **Enable fact-based transformation & change planning** that is rational and not emotional - ability to define, harmonize, and manage change initiatives optimally
- **Simplified Business and IT landscape**, with facilitated Enterprise governance
- **Maintain existing or newly developed assets and enablers** in a central asset repository tool that can be (re)used across the organizations
- **Drive reuse for deliverables and assets** based on a standardized combination of reference models, offerings and architectural artefacts to accelerate and improve efficiency and quality
- **Improve the predictability of change via Impact simulations**, **what if analytics and trade-off analysis, and evolve the architecture to create and test alternative future states before committing to implementing one**
- **Move away from spreadsheet based enablers and assets** **with a centralized XCM Capability driven approach , replacing numerous enterprise artefacts into with "only 1 Enterprise-wide Central and consolidated Artefact" approach that standardizes how we store & access knowledge hence available for reuse, and remains current as single version of truth, unlike e.g. in Word, Excel, Visio, etc., where data can be outdated, cumbersome to access, and unreliable especially for strategic decisions such as cost saving**
- **Improve staff efficiency Reduce the average resource cost** **per engagement by optimally leveraging business or IT or onsite or offshore teams by following a uniform framework and methodology, tooling and collaboration with interdependencies and interactions being clear in detail, to improve the enablement and upskilling of staff, including new or junior staff to accelerate and improve their contribution**
- **Ability to generate business case from harmonized, reliable, and current enterprise insight** **to pre-defined, or dynamically defined reporting relying on the framework metamodel implemented in the tool, where true Enterprise "Digital DNA" makes possible access to reports that bring the exact insight and parameters that the business requires to justify decisions such as budget allocation prioritization (We call this "EAQL", i.e. Enterprise Architecture Query Language", that can query and report on all key EA aspects**

KEY CHARACTERISTICS

5 Key focus PERSPECTIVES of BUSINESS, ENTERPRISE, CHANGE, PLANNING , and OPERATIONS (Key focus here on)the first 3

1-ONE UNIFIED ENTERPRISE BASELINE – UNIFIED LANGUAGE AND TERMINOLOGY

ePerspectives is a framework that can be applied to any organization as a UNIFIED BASELINE to clarify various functions and organizational entities and harmonizes them to better fulfil a collective and ENTERPRISE-LEVEL purpose. This is similar to using an ELECTRONIC CIRCUIT DIAGRAM for the enterprise, with various SELF-CONTAINED COMPONENTSthat representing different functions and interactions across the enterprise enabling MODULAR design , and UNIFIED, SEQUENTIAL, TRACEABLE, END-TO-END view of the enterprise

2-MINIMISED NUMBER OF ARTEFACTS AND DOCUMENTS

ePerspectives only uses ONE CENTRAL ENTERPRISE ARTEFACT ! This is called X-CAPABILITY MODEL OR "XCM", which serves as the "Enterprise Decision Making Dashboard" or "Command & Control Center", that makes it possible to achieved unified global oversight, plan, control, and monitor optimally , and apply what-if scenarios and fact-based analysis for optimization and cost saving. XCM is similar in semantics, but different in characteristics, across the 3 Perspectives of Business (BCM), Enterprise (ECM), and Change (CCM). While every individual Perspective will have INTERNAL ARTEFACTS AND DOCUMENTS, these are only deemed of visibility relevance only to the individual Perspective in question. ALL key relevant aspects and artefacts across the organization can be accessed through using this baselined XCM. A ROLE-BASED ACCESS MODEL ensures that only data and artefacts that are pertinent to a given role/Perspective are made accessible accordingly.

3-SEPARATION OF CONCERNS (PERSPECTUVE ENCAPSULATION)

ePerspectives underlines the importance not mixing concepts across very different functions (perspectives) to avoid different and disjointed role-dependent organizational views and perceptions as well as terminologies that cannot be easily reconciled. Each PERSPECTIVE focuses only on A)Its own scope and area of concern and B)Its interactions and contracts to fulfill with respect to other organizational functions (Perspectives)

4-INTERNAL vs EXTERNAL

Having one Unified Enterprise Baseline makes it possible to achieve Separation of Concerns across the organization through dividing the scope and area of concern for each Perspective into 2 distinct categories:

I. ***INTERNAL:*** What is only of direct relevance and interest to a given perspective, e.g. "Enterprise Architecture" or "Change Planning" but not directly relevant to other functions and entities in the organization (except to rely on their "agreed input/output" where applicable)

I. ***EXTERNAL:*** Focus only on what is of relevance and interest to the orchestration and interaction between different Perspectives (departments, BU's…) in order to best operationalise interactions with other functions and entities (Perspectives) in the organisations to optimise the flow, interaction, and mutual contract fulfilment

5-HIGH COHESION, LOW COUPLING

Breaking down the organization to separate self-contained and inter-dependent components that interact and collaborate based on clearly agreed "contracts" makes the organization highly cohesive, with components' primary characteristics and functionality being only directly related and relevant to their Perspective, while Coupling is minimized as the number of critical interactions points is minimized, thus facilitating the planning and monitoring and control, and significantly increasing flexibility due to modularity.

DTAAS WITH EPERSPECTIVES: ON A PAGE

Synopsis

Accelerate a digital transformation journey with an intelligible and practical approach that encompasses proven and best-practice digital transformation methodology and tools as differentiating enabler and accelerator to harmonize Business and IT and bring the control and oversight back to the business and away from tedious methods and technology jargon, to achieve RESULTS.

Value

- **Simplified:** Our approach and framework help simplify the complex enterprise landscape, and distil it into a simplified picture that enables stronger oversight, control, and governance
- **Humanasied Language:** Our approach and framework are in "Business/Human Language" and especially suited to executive decision makers who require thorough oversight across the entire estate of Business and IT
- **Business in driving seat:** It puts the business back in the driving seat enabling it to express and drive change based on intelligible business terms and language, rather than IT and Technology driving (or decelerating) change in own language and terminology and expecting business to understand, adjust, and follow
- **Proven**: The approach and framework have been developed by business and IT industry thought leaders, and successfully implemented at leading organizations with excellent reviews from the executive leadership with referenceable testimony that strongly endorses it and confirms the "before and after" model above
- **Before State:** Making assessments and decisions by having to reach out to various parts of the organization for crucial data and insight, which is captured in different shapes or formats (PPT, Excel, written documents, opinions, etc.) rendering it often unreliable and emotion based, or not up to date
- **After State:** Make assessments and decisions by going to an executive dashboard on-demand, analyzing and assessing up to date and 360 degree enterprise insight and data spanning across strategy, business, Technology & IT, organization and change portfolio, enabling fact and RoI-based decision making, change and transformation planning, and cost and effort harmonization & optimization

Typical business reasons to se ePerspective

- Digital Transformation efforts have stagnated or failed, need for an approach that is intelligible to be uniformly understood by business and IT, and is practical, value based, and not overly costly
- Enterprise Strategic Baselining requires reliable and current 360-degree harmonized oversight across different entities in the organization across the business and IT
- Cost Saving is high priority but can only be made possible with reliable and current 360-degree harmonized oversight of all key data and parameters across the organization
- Mergers & De-mergers are highly challenging especially when driven as "IT initiatives", and require like-for-like Business Strategy and Business Model comparison and Gap Analysis
- Enterprise Regulatory Audit / Compliance is highly challenging especially when driven as "IT initiatives", since compliance-related aspects are spread across many diverse and different aspects hence difficult to identify and action, and focus is required on compliance-related KPI's, Processes, and the complex IT landscape
- Business Design, Customer Journey & Experience warrants incorporation of cutting-edge business & technology innovation, and alignment with Business Strategy and IT solutions
- Legacy Modernization warrant bimodal transformation – "Optimize the Now & Future-proof the now"
- Portfolio Rationalization needs 360-degree oversight of applications and their true "business value"
- Unified business-to-IT enterprise Target Operating Model (TOM) is difficult to achieve with tired-and-failed tedious and costly methodologies, and can be made possible with ePerspectives
- IT, Enterprise, and Business Design Transformation & TOM is difficult to achieve with tired-and-failed tedious and costly methodologies, and can be made possible with ePerspectives

VOICE OF CLIENTS

Our digital transformation program had many challenge. I what was seldom given any decisions to make and it was not clear what different streams were doing and how they aligned. The engagement brought us clarity and conviction and a clear roadmap that put the Program on the right track.

A CIO at a Global Insurance Leader

For our Digital Transformation Programme we needed a clear view of business / IT alignment. Strategic baselining has given us the tools and process to prioritise activities and move forward.

A Head of Transformation at a Large Government Organisation

The framework and the 4+1 dashboard is my "Command & Control Center" giving me on-demand oversight.

A CIO at a Global Technology Leader & Household name

When we want to demonstrate that challenging and complex strategic Programs can be successful, we refer to this engagement as a show case.

A Sr. Program Director for a country-wide Billing Consolidation Program

The strategic baselining engagement helped us understand where we are and how our current applications are supporting our - our current processes and how the technology will support our - our ambition in terms of our future strategy. And through that work we can start to identify where the gaps are, where the opportunities are and we'll be able to do our transformation based on that work and that will really transform our ability to deliver our services in a much more flexible and lower cost way, and be much more responsive to our service needs.
And the work has really helped us understand that link between the technology and how it supports the delivery of services.

A CIO at one of the largest global public sector organisations

Great value in Approach and tool helping generating business case, Before I used to approve IT spend without any way to understand it!

A Director of Business at a Leading Healthcare Provider

Pleased with EA and strategic baselining work using X-Matrix maturity model. Great solutions and support where we are frustrated with other leading SI's whose consultancy engagements leave us with more questions than answers!

A Head of Architecture & Innovation at a Large Global Organisation

Thank You!

RAD@EATRANSFORM.COM

EA TRANSFORM

Digital Enterprise Transformation