

## Business Transformation

### Why the need for an architected approach

Business Model Innovation and Transformation require a clear understanding of what we like to change in an organisation and how these changes can be best delivered. Target Operating Models, or TOMs, are a useful mechanism to help shape the new business models we aspire to.

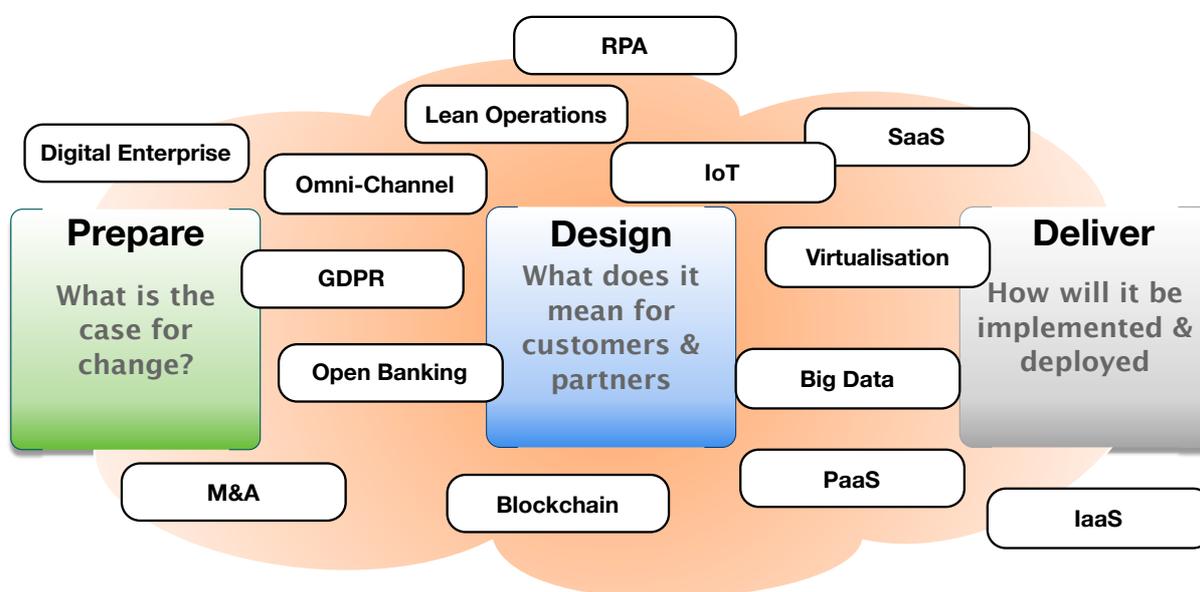


Figure 1 - Challenges of change - where do we start?

Modern business transformation programmes demand a holistic and if you like an ‘architected’ approach to strategic change. It must be possible to connect strategy to the changes in the organisation’s key services and capabilities. Such an architected approach should deliver benefits to all stakeholders affected by the change in a way that provides a clear set of outcomes without being overwhelmed by complex and often too detailed artefacts. When the programme (and their PMs, PMOs, solution architects and specialist consultants) wind down, the organisation still needs to be confident that it can deliver the ongoing benefits and customer promises, set out in the initial stages of the programme.

The diagram below responds to these challenges and provides an architected approach. Each domain, represented by the coloured circles on the centre of the diagram has its own set of activities, artefacts and deliverables. These are discussed and summarised below.

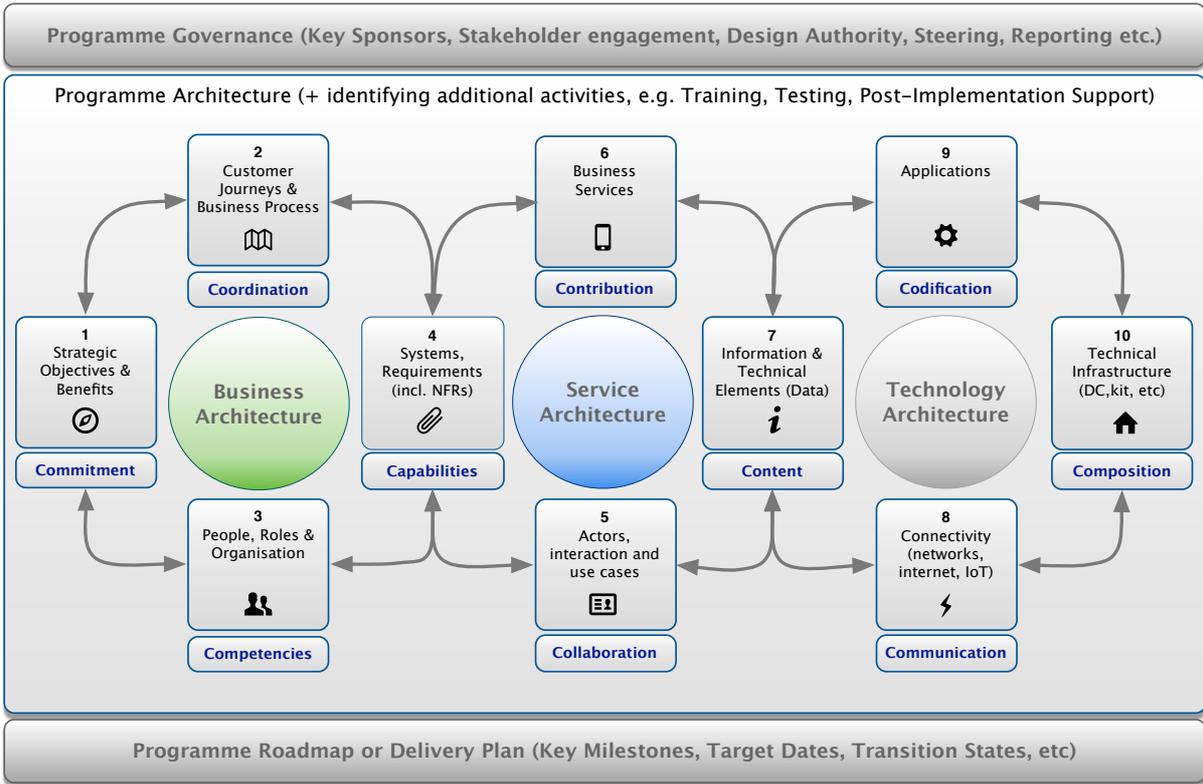


Figure 2- Programme Architecture - Overview

**Strategic Planning and Design**

It is in the realm of the Business Architecture that these new capabilities are designed and shaped in a way that not only resonates with diverse stakeholder groups but also fundamentally underpins the organisational fabric: its business model.

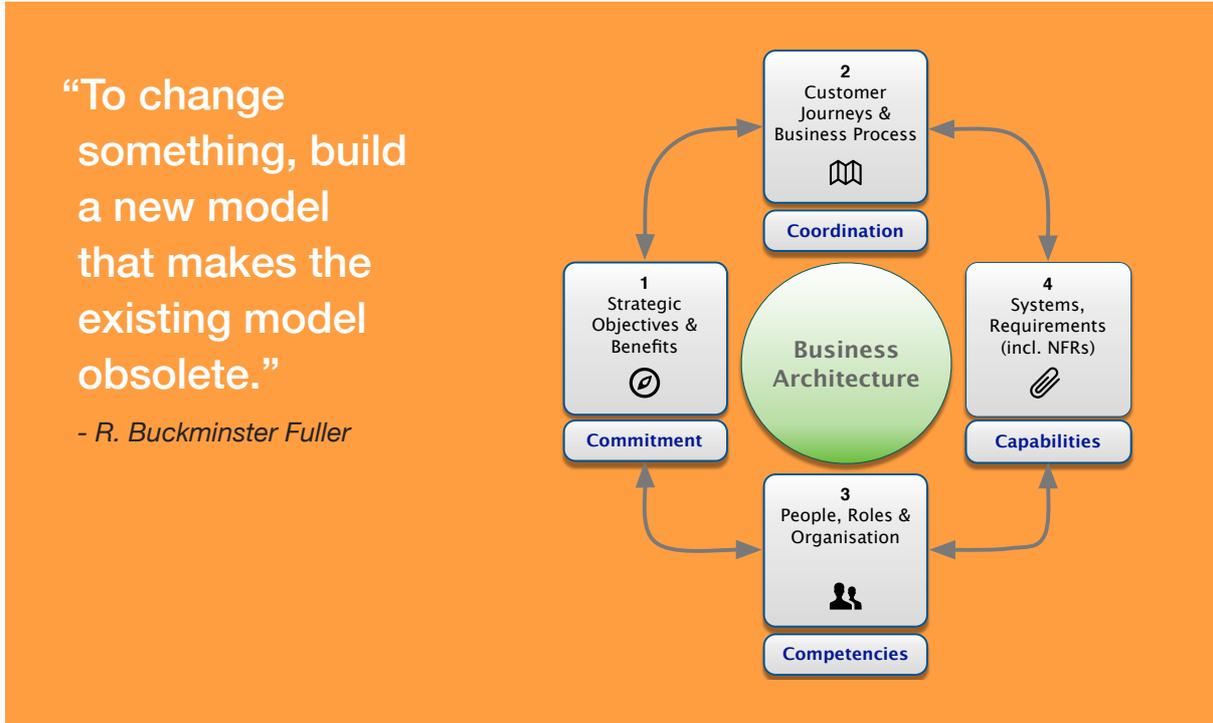


Figure 3 - Business Architecture - Domain

In the initial stages of a programme the key stakeholders work together with programme management and the executive to ensure the strategy and vision can be formulated and communicated in a way that satisfies further stages in the cycle of detailed design, development and deployment.

STEP	ACTIVITY	ARTEFACTS & DELIVERABLES	
<b>1. COMMITMENT</b>	Get clarity of vision, mission and strategic objectives of a programme	Vision Statement Mission and Objectives Business Case Management Plan	
<b>2. COORDINATION</b>	Define the best customer and stakeholder experience	Customer Value Proposition Customer Journeys Business Process Model	
<b>3. COMPETENCIES</b>	Identify the key stakeholders, functions that will deliver the new vision	Stakeholder Needs Analysis Competency Model RACI Model Skills Gap Analysis	
<b>4. CAPABILITIES</b>	Describe functional and non-functional (systems) requirements and how they will support the new business model	Requirements Definition Performance Criteria Awareness and Training Plans High-Level Test Plan	

**Figure 4 - Business Architecture - Steps and Artefacts**

## Service Design

The Business Architecture lays the groundwork for the services and processes you may want to build. In the classic perception an Enterprise Architecture delivers both Business Architecture and Technology Architecture. Within our approach there is a separation of the two as the engagement approach for the two architectures is often different. They are intrinsically linked, but will be stronger when developed in sequence.

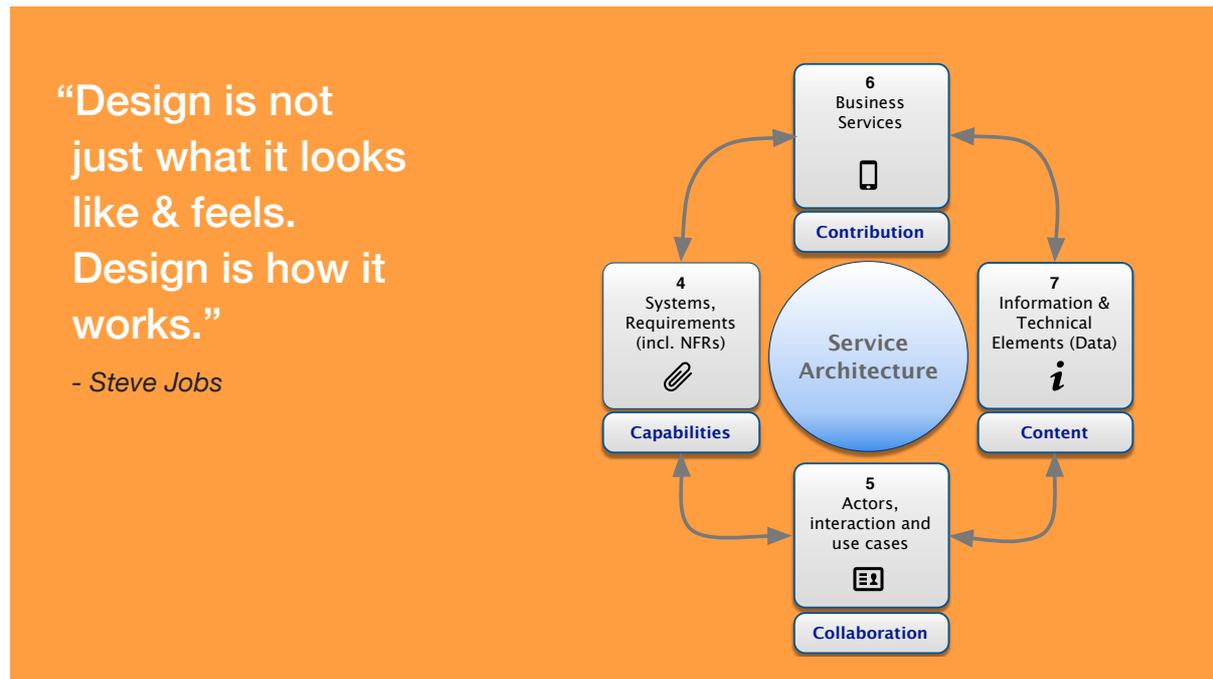


Figure 5 - Service Architecture - Domain

STEP	ACTIVITY	ARTEFACTS & DELIVERABLES
<b>4. CAPABILITIES</b>	<b>Define</b> functional and non-functional (systems) requirements and how they will support the new business model	Requirements Specification Performance Criteria High-Level Test Plan
<b>5. COLLABORATION</b>	Ensure that stakeholders understand their roles in delivering services	Use Cases Misuse Cases Test Cases
<b>6. CONTRIBUTION</b>	Explain how services get delivered via chosen platforms and capabilities (technologies and teams)	Service Blueprint Security Control Framework

STEP	ACTIVITY	ARTEFACTS & DELIVERABLES
7. CONTENT	Describe how data is being used, stored, managed and distributed inside and outside the organisations	Enterprise Data Model Data Protection and Data Handling Policies



Figure 6 - Service Architecture - Steps and Artefacts

## Systems and Infrastructure

The ultimate pillar of our programme architecture is the physical deployment of IT platforms & systems, infrastructure services and applications within the enterprise and to customers and partners. The pace and dynamics of this body of work is different from the other two architectures, although more in tune with the Service Architecture. Business requirements evolve across the three architectures and change control must be applied progressively towards the latter stages of the programme. Through awareness and direct involvement of an increasing number of different stakeholders, there will be a tendency to add new requirements and extend the original scope.

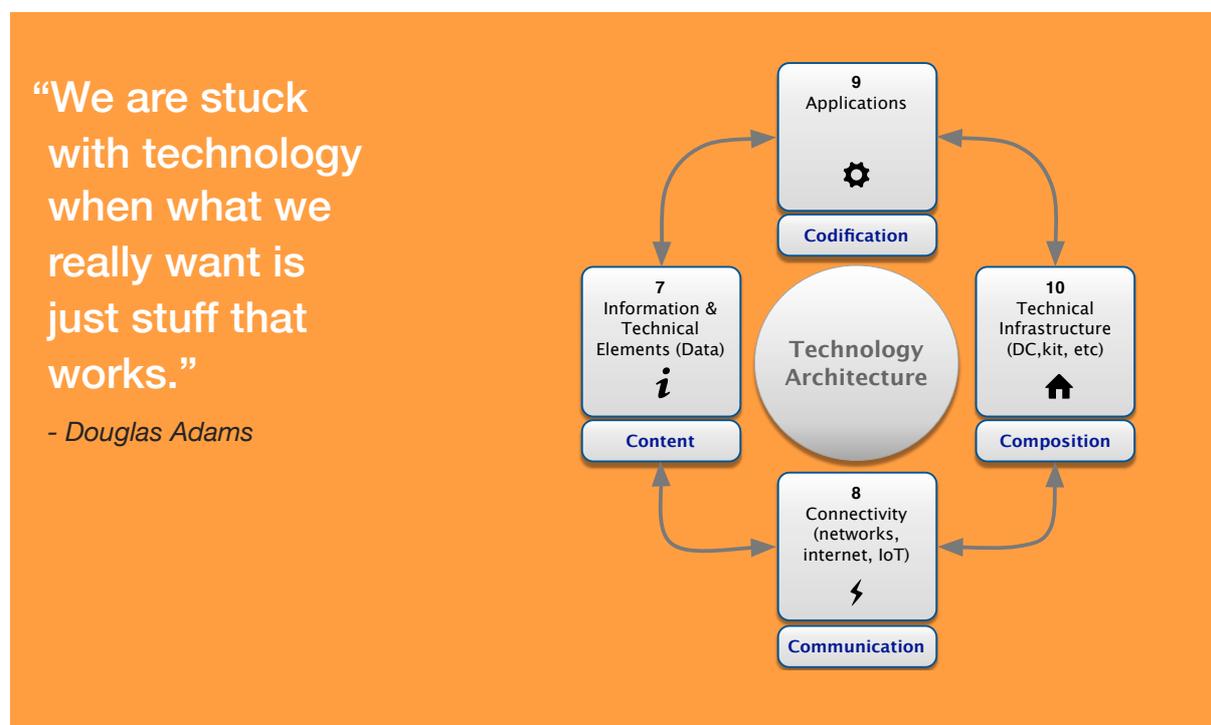


Figure 7 - Technology Architecture - Domain

The Technology Architecture comprises not only the selection/development and deployment of hardware and software in support of the new business capabilities, but also the application of business controls and reporting mechanisms that

demonstrate the effectiveness of the new operating model, both in terms of usability and performance and in terms of protecting the organisations assets (risk and security management). It is for this reason that we explicitly call out the risk and compliance artefacts as part of the overall programme architecture.

STEP	ACTIVITY	ARTEFACTS & DELIVERABLES	
<b>7. CONTENT</b>	<b>Define</b> how data is being used, stored, managed and distributed inside and outside the organisations	Enterprise Data Model Data Protection and Data Handling Policies	
<b>8. COMMUNICATION</b>	Explain how services get delivered via chosen platforms and capabilities (technologies and teams)	Secure Network Architecture Network Segmentation Intrusion Detection/Prevention Privileged Access Management	
<b>9. CODIFICATION</b>	Develop and deploy (changes to) applications and their configuration	Configuration Guides Coding Standards Secure Application Architecture Business and Security Controls	
<b>10. COMPOSITION</b>	Rationalise deployments into on-prem and cloud environments an manage their secure operations	SLA performance reporting Deployment Provisioning & Activation	

*Figure 8 - Technology Architecture - Steps and Artefacts*

## Programme Governance

It is our experience that with a consistent set of programme artefacts and deliverables - which can be tuned to fit the standards of the existing organisations - programme governance and delivery plans can be better managed and evaluated. Simplicity is a goal, but will never substitute the need for detailed discussions and thorough designs, especially where there is a requirement to control and protect sensitive data and company assets.



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