

April 11, 2017

Today's Agenda

- 4:00 – 4:30PM – Networking & Refreshments
- 4:30 – 4:45PM – Community Update (Linda)
 - Board Planning Retreat Update
 - Announce Board member-at-large opportunity – Vote May 23rd
 - Capability Leader Updates
- 4:45 – 6:00PM – Express Scripts Presentation
 - Leveraging The Business Model Canvas As A Product Strategy Tool
 - Please welcome our presenters:
 - Jodi Burley, Business Solution Architect
 - Morgan Finley, Business Solution Architect

Thank you, everyone, we had a fabulous turnout with 60+ attendees.....room is full shortly after 4:00! Approximately 90% of the attendees have been to TCBAF meetings in the past, with 10% first timers.

Community Update

Linda welcomed everyone and provided a community update:

- Review our Charter and History. These can be found on the website <http://tcbaf.org>
- The Board members held their annual retreat in February, where they reassigned duties and created the next 18 months of programming.
- The Board consists of 11 members
 - 7 are appointed by the corporate sponsors (Cargill, ExpressScripts, MetroState University, Target, Thrivent, Trissential, Medtronic)
 - 3 are elected positions

- Election will be held at the May meeting for 1 board position. If you are interested, come to the May meeting prepared to tell everyone why you are interested.
- Upcoming Community Events
 - May 23rd meeting hosted by Thrivent
“Customer-Centric Design – e.g., Journey Mapping, Values Streams”
 - June 20th Social Event at the Urban Growler
 - July 18th meeting hosted by Medtronic
“Business Architecture and IT Service Alignment”
 - September 19th meeting hosted by Target
“Strategic Planning 101” potentially a panel discussion
- Additional Events in 2017
 - IIBA PDD Collaboration – Sept 20th
 - October Social Event hosted by Trissential
 - MAC workshop / conference – Nov 8-9
 - December Summit hosted on the Cargill Campus

Opportunity Canvas

Morgan Finley & Jodi Burley (Express Scripts)

As Express Scripts is moving from Waterfall to Agile, they leveraged Deloitte to coach them through the process changes needed within the entire lifecycle. This Opportunity Canvas was one of the tools that has taken hold. It is evolving to be what Express Scripts needs it to be. It is basically in Pilot mode right now.

The purpose is to have a 1-page tool that facilitates discussion about a new feature or capability. It is simpler than the Business Model Canvas and the Lean Canvas, which are used to discuss new products.

There were a lot of tools in use before this pilot (for ex. Light weight business case, BCAT...). We have found the key is to build what makes sense for our situation. For example our goal, at this time, is to facilitate conversation, identify scope, and align on next steps. This tool has been successful satisfying that need for Express Scripts.

We already have our capabilities mapped to applications, and with the transition to Agile we see this tool allowing us to map products to capability. At that point we will have thorough mapping:

Product → Capability → Application

The BSAs use this opportunity canvas to facilitate conversation and replace the old intake form. Rather than interpreting the form data, we have the conversation. What is the problem statement, what is the current pain points...etc

The entire room had a chance to work with the opportunity canvas at the tables. Some of the feedback was:

- Find that there is a natural interaction from one area of the canvas to another. It wasn't a left to right nor top to down....but random across the page

- This feels like a project or value one pager rather than connected to business canvas. It was a great facilitation tool to gather information about the 'need'. Especially for someone that knows nothing about the business / topic.
- Format helpful to facilitate the discussion. Starting with value statement to align on the topic and then went to who, and then left to right from there.
- A lot of time on the problem statement.....likely a product of this impromptu exercise rather than the tool

At Express Scripts ---- we use this to generate ideas, prioritize, governance / approval process to feed into the product owners "product backlog".

Key audience of this tool is:

- Product Owners
- Solution Architects
- Technical participants --- who need to decompose the idea

Key People		Backlog Readiness Activities			Program Epic Opportunity			Version: 1.0	Business Portfolio					
Role	Name	Activity	Due	Owner	Name: Quick Badge	Value Statement: Create a frequent visitors badge process to reduce time spent on creating one time security badges for frequent visitors.		<input type="checkbox"/> Home Delivery <input type="checkbox"/> Specialty <input type="checkbox"/> Client <input type="checkbox"/> Pharmacy <input type="checkbox"/> Government Programs <input checked="" type="checkbox"/> Other: External, plus all internal						
PO	John Doe	Compile a list of frequent visitors	4/14	Jodi	Funnel Entry Date: 4/5	Problem	Solution			KPI & Success Criteria				
Sponsor	Macy Sue	Create list of qualifications for expedited badge process	4/14	Morgan	Quicker security clearance for frequents guests at ESI	Create a process for frequent users to clear security into ESI	Reduced time for clearance. Reusable badges Zero security breaches each month							
Tech	Erik McTech	Identify Badge Type Recommendations	4/14	TJ Sec.										
Others	Larry Visitor Morgan F Jodi B	Identify parameters for badge	4/7	John Doe										
Key 3rd Party Partners		Impacted Products			Key Assumptions / Risks			Key Personas						
Partner	Service Provided	Domain	Product	Owner	% Effort	Assumption / Risk	Action	Owner	External to ESI:					
TJ Security	Security Clearance	Zero IT dev build out							All frequent clients/visitors to ESI Reduce the time spent creating temporary security badges that only last a day					
						A: List needs to be maintained often R: List is not maintained, security breach Q: Are there any barriers to allowing the new quick badge process . Jodi to Follow up with legal/building manager			Internal to ESI:	Any team/group which has frequent visitors. Save time going down to escort frequent guests into the building				
Business Value Score		Value	1	2	3	4	5	Cost	1	2	3	4	5	
		Hard cash impact of investment	400K	1MM	2M M	10MM	+10M M	One time cost to deliver	200K	500K	1MM	5MM	+5MM	
		Soft cash impact of investment	800K	2MM	4M M	20MM	+20M M	Level of capital to purchase	200K	500K	1MM	5MM	+5MM	
		Impact to strategic initiatives	Achieve Without				Fail Without		Operating cost & expenses	500K	2MM	5MM	10MM	+10M M
		Support Roadmap	Detrimental	No Impact			Yes	Number of product teams	1	2	3	4	5+	



Public Information

SAMPLE: FOR ILLUSTRATIVE PURPOSES ONLY

Background/supporting information:

The original tool was created by Jeff Patton, information is available on Patton's website:

<http://jpattonassociates.com/opportunity-canvas/>

The original template can be found:

- [PDF version](#)
- [Editable PPT version](#)

Business Model Generation

www.businessmodelgeneration.com