Now’s the Time to Shift Your Business Architecture Function to the Future

Mike J. Walker
Research Director – Strategist and Futurist
@mikejwalker | More Info
"It is not the strongest of the species that survive, nor the most intelligent, but the ones most responsive to change."

— Charles Darwin
Corporate *Vitality* is Plummeting

Average lifetime of S&P 500 companies has decreased from ~60 years to ~15 years.
Digital Age **Success** is Skyrocketing

![Bar chart showing 20-Year Net Returns for SAP 500 Index with a net return of 7.9% and US Venture Capital (Early Stage Index) with a net return of 51.9%.]

Source: Cambridge Associates 2Q16 VC Benchmark
Exponential Growth of Technology

Accelerating Growth in Technology
(condensed)
It’s About Creating **New** Markets

31b Valuation
2nd most valuable start-up

<table>
<thead>
<tr>
<th>Hotel Company</th>
<th>Market Cap/Valuation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Airbnb</td>
<td>$31.0</td>
</tr>
<tr>
<td>Hilton</td>
<td>$23.6</td>
</tr>
<tr>
<td>Marriott</td>
<td>$18.0</td>
</tr>
<tr>
<td>Host</td>
<td>$12.7</td>
</tr>
<tr>
<td>Accor</td>
<td>$9.0</td>
</tr>
<tr>
<td>Wyndham</td>
<td>$8.4</td>
</tr>
<tr>
<td>InterContinental</td>
<td>$7.5</td>
</tr>
<tr>
<td>Hyatt</td>
<td>$6.9</td>
</tr>
<tr>
<td>Starwood</td>
<td>$5.0</td>
</tr>
<tr>
<td>Extended Stay</td>
<td>$3.2</td>
</tr>
</tbody>
</table>
The Hospitality Industry Reshaped

Hotel guests are greeted by 10 lifelike robots at Henn-na Hotel in Nagasaki, Japan, removing all human staff from reservations.
The Retail Industry Reshaped

Amazon patented delivery drones to get packages to you in half an hour, regardless of where you are. Dominos reinventing pizza delivery.
The Automotive Industry Reshaped

By 2030, Autonomous Vehicles Will Represent Approximately 25% of the Passenger Vehicle Population in Use in Mature Markets.
Disrupt or be Disrupted
The Shift of BA Priorities Is Clear

- Business Innovation: 63%
- Technology Innovation: 33%
- Managing Investments: 18%
- Enable Business Strategy: 32%
- Risk: 15%
- Customers: 14%
- Performance: 15%
- Data: 10%
- Skill: 9%

Gartner
Business Architecture **Connects** Strategy to Execution

- **Needs**
- **Drive**
- **Refines**
- **Validates**
- **Defines**
- **Results**
- **Execution**
- **Strategy**

© 2015 Gartner, Inc. and/or its affiliates. All rights reserved.
A formal **method** and a set of **descriptions** that **distill** the business **environment** and the **needs** of a business into set of **models** representing business **information**, **concepts**, **value** and **risk** that are expressed through an **architectural view** of a business.

Digital Business Optimization Adds Open Innovation

Which Path Will You Take?

Digital Business Optimization

Digital Business Transformation

Business Architecture Adds Open Innovation

Improved Productivity and Existing Revenue

Better Customer Experience

Net-New Revenue Product and Services

New Business Models

Degree of Digital Impact & Value

L

H

- Improved Productivity and Existing Revenue
- Better Customer Experience
- Net-New Revenue Product and Services
- New Business Models

Digital Business Optimization Adds Significant Value Without Changing Business Model

- Improve Existing Revenue
- Reduce COGS
- Reduce SG&A
- Improve employee productivity
- Enhance customer experience
- Optimize inventory and yield
- Optimize financial assets
- Analyze to better assess risks and cash

Digital Business Transformation Leads to Net-New Revenue and Business Models

- Sell Existing Digital Assets
- Digitalize Product or Service
- Sell Metered Revenue
- Contract Based on Shared Risk Outcome
- Run a Platform Business
- Move into Adjacent & New Industries

Gartner
Understand the Disruptions that will determine your Strategy

Economic and social environment
market, growth, cooperation, society

Technological influences
complexity, knowledge, progress

Expectations
size, age, financial success
Explore Full Range of Trends

- Digital Workplace
- Emerging Technologies
- Security
- Data and Analytics
- Digital Platforms
- Top 10 Strategic Tech Trends
- Economic Architecture
- Ecosystems
- Digital Business
- Emerging Markets
- Millennial Mindset
- Mass Urbanization
- Sharing Economy
- Internet of Things

Explore Full Range of Trends

- Digital Workplace
- Emerging Technologies
- Security
- Data and Analytics
- Digital Platforms
- Top 10 Strategic Tech Trends
- Economic Architecture
- Ecosystems
- Digital Business
- Emerging Markets
- Millennial Mindset
- Mass Urbanization
- Sharing Economy
- Internet of Things
Top Five Business and Societal Trends

1. A Hyper Aging Society
2. Mass Urbanization Emerges
3. Rise of the Millennial Mindset
4. The Sharing Economy
5. Emerging Markets Continuously Adjust
Changes in the Business Architecture Approach
Adopt an Approach that Connects Idea to Execution

Disruptive Idea

Innovative Approaches

Highly Tailored
Focused
Unconstrained

Actionable Digital Initiatives
Three Steps to Understanding Digital Disruptions

1. Explore
2. Rationalize
3. Realize
Define an Open Innovation-Led Approach
Business Architecture Fuels Digital Business Strategy

**Business Strategy:**
- Business moments
- Business outcomes
- Business triggers

**Business Benefit Analysis:**
- Assess the digital enterprise opportunity and the key business benefits — looking at growth, services, costs and agility
- Prioritize business capabilities and associated disruptive digital technologies based on analysis of business value and impact

**Business Capabilities and Technology Requirements:**
- Identify business capabilities that can be enabled by disruptive technologies and business designs
- Identify the key disruptive digital technologies and services that could enhance key business capabilities
Explore Disruptive Trend Ideation

Identify highly impactful disruptions that can be ideated to determine their strategic fit.

**Outcomes:** Well understood impacts of disruptions, highly impactful list of ideated technologies and opportunities.
Ideation Is Iterative: Understand the Disruptions, and Ideate to Create Opportunities

Explore Disruptive Trend Ideation

Rationalize Business Outcomes

Evaluate Opportunities and Risks

Create Business Transformation Roadmaps

Propose

Ideate

Refine

Fit-for-Purpose

Prototyping

Filter Relevant Ideas

Scan
# Example: Opportunity and Threat Grid

<table>
<thead>
<tr>
<th>Emerging Trend</th>
<th>Potential Opportunities</th>
<th>Challenges</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Societal</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Majority of population will live in cities.</td>
<td>Higher market potential.</td>
<td>Higher operating costs.</td>
</tr>
<tr>
<td></td>
<td>Effective asset deployment.</td>
<td>Competition.</td>
</tr>
<tr>
<td></td>
<td>Take share from smaller players</td>
<td>Rural operations?</td>
</tr>
<tr>
<td><strong>Business</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Millennial workforce.</td>
<td>Drive innovation.</td>
<td>Traditional workplace.</td>
</tr>
<tr>
<td></td>
<td>Build future leaders.</td>
<td>Competing for talent.</td>
</tr>
<tr>
<td><strong>Technology</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Drones.</td>
<td>Faster and more reliable property appraisal.</td>
<td>Airspace regulations.</td>
</tr>
<tr>
<td></td>
<td>Fraud detection on foreclosures.</td>
<td>Customer privacy.</td>
</tr>
</tbody>
</table>
### Explore and Qualify Ideas

<table>
<thead>
<tr>
<th>NAME/TITLE OF THE IDEA</th>
<th>...</th>
</tr>
</thead>
<tbody>
<tr>
<td>TYPE OF INNOVATION</td>
<td><img src="1" alt="Radical Innovation" /> <img src="1" alt="Improving Innovation" /> <img src="1" alt="Routine Innovation" /></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>DESCRIPTION</th>
<th>BENEFITS/ADVANTAGES</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>OBJECTIVES</th>
<th>RISKS</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>FEASIBILITY OF THE IDEA</th>
<th>MARKET POTENTIAL</th>
</tr>
</thead>
<tbody>
<tr>
<td><img src="1" alt="Very High" /> <img src="1" alt="High" /> <img src="1" alt="Medium" /> <img src="1" alt="Low" /> <img src="1" alt="Very Low" /></td>
<td><img src="1" alt="Very High" /> <img src="1" alt="High" /> <img src="1" alt="Medium" /> <img src="1" alt="Low" /> <img src="1" alt="Very Low" /></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>NECESSARY INVESTMENTS</th>
<th>COMPLEMENTS STRATEGY</th>
</tr>
</thead>
<tbody>
<tr>
<td><img src="1" alt="Very Low" /> <img src="1" alt="Low" /> <img src="1" alt="Medium" /> <img src="1" alt="High" /> <img src="1" alt="Very High" /></td>
<td><img src="1" alt="Very High" /> <img src="1" alt="High" /> <img src="1" alt="Medium" /> <img src="1" alt="Low" /> <img src="1" alt="Very Low" /></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>CONCLUSION</th>
<th>OVERALL EVALUATION</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>COMPLEMENTS STRATEGY</th>
<th>OVERALL EVALUATION</th>
</tr>
</thead>
<tbody>
<tr>
<td><img src="1" alt="Very Low" /> <img src="1" alt="Low" /> <img src="1" alt="Medium" /> <img src="1" alt="High" /> <img src="1" alt="Very High" /></td>
<td><img src="1" alt="Very Low" /> <img src="1" alt="Low" /> <img src="1" alt="Medium" /> <img src="1" alt="High" /> <img src="1" alt="Very High" /></td>
</tr>
</tbody>
</table>

**TYPE OF INNOVATION**
- ![Radical Innovation](1)
- ![Improving Innovation](1)
- ![Routine Innovation](1)

**DESCRIPTION**

**OBJECTIVES**

**FEASIBILITY OF THE IDEA**
- ![Very High](1)
- ![High](1)
- ![Medium](1)
- ![Low](1)
- ![Very Low](1)

**NECESSARY INVESTMENTS**
- ![Very Low](1)
- ![Low](1)
- ![Medium](1)
- ![High](1)
- ![Very High](1)

**CONCLUSION**

**OVERALL EVALUATION**
- ![Very Low](1) ![Low](1) ![Medium](1) ![High](1) ![Very High](1)

**MARKET POTENTIAL**
- ![Very High](1)
- ![High](1)
- ![Medium](1)
- ![Low](1)
- ![Very Low](1)

**COMPLEMENTS STRATEGY**
- ![Very High](1)
- ![High](1)
- ![Medium](1)
- ![Low](1)
- ![Very Low](1)
Not all Ideas are Equal
Matrix with strategic relevance and the potential value derived from the idea
Summary Approach Stages

1. Explore Disruptive Trend Ideation
   - Identify highly impactful disruptions that can be ideated to determine their strategic fit.
   - **Outcomes:** Well understood impacts of disruptions, highly impactful list of ideated technologies and opportunities.

2. Rationalize Business Outcomes
   - Qualify the strategic value and feasibility of a set of disruptive opportunities.
   - **Outcomes:** Identification of strategically aligned opportunities, business impacts analyzed, and identified digital transformation
Humanistic Driven Innovation

Digitalized Shopping Experience: Purchases

### Scenario Description
Create enhanced customer experience to drive increased customer loyalty in target markets and age groups 16 to 25 and thus increase sales by 20% with seamless cross Internet, mobile and physical experiences.

### Required Inputs
- Existing mobile apps will need to support in-store experiences
- Shelf sensors, RFID tags, beacons and other enabling Wi-Fi technology

### Change Required
- Business process streamlining of end-to-end distribution
- Changes in the following systems: point-of-sale systems, payment systems and inventorying systems

### Business Outcomes
- Create a new business model to increase competitive position.
- Increase sales by 20%.
- Enable seamless cross Internet, mobile and physical experiences.

<table>
<thead>
<tr>
<th>Step 1</th>
<th>Step 2</th>
<th>Step 3</th>
<th>Step 4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Engaged experience</td>
<td>Digital interaction</td>
<td>Simple purchasing</td>
<td>Pay now, deliver later</td>
</tr>
<tr>
<td>Digital customer experience enabled in store</td>
<td>Interaction with shelves lighting up, extended information on phone, and related products.</td>
<td>Mobile device adds product to the digital shopping cart.</td>
<td>Customer wants to continue shopping at other establishments in the area. Customer uses mobile application to trigger same day delivery of the purchases.</td>
</tr>
</tbody>
</table>

| Step 5 |
| Always notified |
| Notification that package was delivered |

---

© 2017 Gartner, Inc. and/or its affiliates. All rights reserved.
Tracing why and how value is generated from smart machines technologies (or from the market conditions they create as drivers) is essential. It’s imperative for EA practitioners to create diagnostic deliverables that illustrate value in the context of business outcomes.

**New Smart Machine Drivers**
- Cognitive Computing
- Smart Robots

**Projected Value**
- Increase Production by 30%
- Decrease Quality Error Rates by 60%
- Reduce Energy Costs by 15% Through

**Supporting Business Capabilities**
- Create Product
- Determine Capacity

**Strategic Initiative Alignment**
- Strategic Initiative No. 1
- Strategic Initiative No. 2
- Strategic Initiative No. 3

**Disruptive trend identification**
- Identification of new capability or value as a result of a disruptive trend
Rationalize the Impact of Disruptions

Qualify the strategic value and feasibility of a set of disruptive opportunities. With the goal of identifying strategically aligned opportunities, business impacts analyzed, and identified digital transformation.

<table>
<thead>
<tr>
<th>Value Traceability Model</th>
<th>Business Impact Analysis</th>
<th>Business Capability Analysis</th>
<th>Business Scenario Analysis</th>
<th>Opportunity Business Synergy Matrix</th>
<th>Social and Ethical Roadmap</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tracing Smart Machines Value to Business Outcomes</td>
<td>Impact Analysis</td>
<td>Understanding Strategic Intent</td>
<td>Business Scenario Analysis</td>
<td>Opportunity Business Synergy Matrix</td>
<td>Social and Ethical Impact Roadmap</td>
</tr>
</tbody>
</table>

To highlight opportunities for the organization, construct links to smart machine technologies and the market conditions it creates. EA practitioners should understand the value it creates. Link the business capabilities that will be enhanced, diminished or created.

Understanding impacts of technologies at the levels defined allows enterprise architects to better understand level of impact of technology and capability opportunities.

Business capability maps are used to understand the current and future capabilities of the company’s business units. Using this tool allows enterprise architects to overlay smart machine capabilities to determine a plan of action.

Filtering down to a critical set of business scenarios is important to ensure the valuable time of business and IT leaders is used effectively. Continuously refine the business scenario definition with updated visuals, quantified results, dependencies, refined summary description and outcomes.

An Opportunity Business Synergy Matrix is an enabling deliverable that allows EA practitioners contrast an proposed opportunity with distilled high value business strategy areas.

A key deliverable for handling what-if scenarios with new and disruptive technologies that have more than just technology impacts but across social and ethical boundaries as well.

Diagnostic Deliverables
### Summary Approach Stages

1. **Explore Disruptive Trend Ideation**
   - Identify highly impactful disruptions that can be ideated to determine their strategic fit.
   - **Outcomes:** Well understood impacts of disruptions, highly impactful list of ideated technologies and opportunities.

2. **Rationalize Business Outcomes**
   - Qualify the strategic value and feasibility of a set of disruptive opportunities.
   - **Outcomes:** Identification of strategically aligned opportunities, business impacts analyzed, and identified digital transformation.

3. **Evaluate Opportunities and Risks**
   - Quantifiably valuate the benefits and risks of an opportunity to determine business viability.
   - **Outcomes:** Quantified opportunities through a risk-adjusted valuation based on opportunity benefit and risk tolerance.
Evaluate Opportunities and Risks

Qualify the strategic value and feasibility of a set of disruptive opportunities. With the goal of identifying strategically aligned opportunities, business impacts analyzed, and identified digital transformation.

- **Business Criticality to Realization Matrix**
  - Understand the criticality of how enabling capabilities of an opportunity will fulfill desired business outcomes along with how significant the gap between where the organization is today and the future state potential.

- **Business Outcomes Journey Map**
  - Used to help EA practitioners in having a macro framework to tie experience and focus on the capabilities that the organization needs to deliver to achieve its strategy.

- **Risk Assessment**
  - Assessing how an opportunity will impact an organization is a critical component to ensuring that the opportunity is a value-add viable opportunity that doesn’t put the organization at unneeded risk.

- **Opportunity Risk Profile**
  - An Opportunity Risk Profile provides business leaders with the risk adjusted value of a proposed opportunity based on specific risks such as reputational, business, monetary, etc.

- **Business Capability Profiling**
  - A tool that allows EA practitioners classify business capabilities with risk and benefit measures.

**Diagnostic Deliverables**

- **Business Criticality to Realization Matrix**
- **Business Outcomes Journey Map**
- **Risk Analysis**
- **Opportunity Risk Profile**
- **Business Capability Profiling**
Summary Approach Stages

1. **Explore Disruptive Trend Ideation**
   - Identify highly impactful disruptions that can be ideated to determine their strategic fit.
   - **Outcomes**: Well understood impacts of disruptions, highly impactful list of ideated technologies and opportunities.

2. **Rationalize Business Outcomes**
   - Qualify the strategic value and feasibility of a set of disruptive opportunities.
   - **Outcomes**: Identification of strategically aligned opportunities, business impacts analyzed, and identified digital transformation

3. **Evaluate Opportunities and Risks**
   - Quantifiably valuate the benefits and risks of an opportunity to determine business viability.
   - **Outcomes**: Quantified opportunities through a risk-adjusted valuation based on opportunity benefit and risk tolerance

4. **Create Business Transformation Road Maps**
   - Creation of a highly actionable set of strategic options for business and IT leaders.
   - **Outcomes**: Opportunities shift to actionable initiatives with options-based transformation plans.
Opportunity on a Page

### Initiative Overview

<Insert Description>

### Value

<table>
<thead>
<tr>
<th>Key Benefits</th>
<th>Value (scale: 1 – value not likely realized, 5 – value very likely realized)</th>
<th>Key Risks/Challenges</th>
<th>Risk (scale: 1 – marginal risk, 5 – likely catastrophic damage)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Technology Benefits</td>
<td></td>
<td></td>
<td>Business Risk</td>
</tr>
<tr>
<td>Business Unit Benefits</td>
<td></td>
<td></td>
<td>&lt;&gt;</td>
</tr>
<tr>
<td>Customer Benefits</td>
<td></td>
<td></td>
<td>&lt;&gt;</td>
</tr>
<tr>
<td>Competitive Benefits</td>
<td></td>
<td></td>
<td>&lt;&gt;</td>
</tr>
<tr>
<td>Corporate Benefits</td>
<td></td>
<td></td>
<td>&lt;&gt;</td>
</tr>
</tbody>
</table>

#### Highest Value

#### High Risk

### Readiness

<table>
<thead>
<tr>
<th>Technical Readiness</th>
<th>Organizational Readiness</th>
</tr>
</thead>
<tbody>
<tr>
<td>Maturity</td>
<td>Integration Dependencies</td>
</tr>
<tr>
<td>&lt;&gt;</td>
<td>&lt;&gt;</td>
</tr>
</tbody>
</table>

#### Proven Technology

#### Prepared Organization
The Digital Transformation Framework

Creation of a highly actionable set of strategic options for business and IT leaders that shifts opportunities to actionable initiatives with options-based transformation plans.

<table>
<thead>
<tr>
<th>Business Value Matrix</th>
<th>Roadmaps</th>
<th>Opportunity On a Page</th>
<th>Options-Based Transformation Plan</th>
<th>Innovative Technology Approach Matrix</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Understand the criticality of how enabling capabilities of an opportunity will fulfill desired business outcomes along with how significant the gap between where the organization is today and the future state potential.</strong></td>
<td><strong>Used to help EA practitioners in having a macro framework to tie experience and focus on the capabilities that the organization needs to deliver to achieve its strategy.</strong></td>
<td><strong>Assessing how an opportunity will impact an organization is a critical component to ensuring that the opportunity is a value-add viable opportunity that doesn’t put the organization at unneeded risk.</strong></td>
<td><strong>Simplified example of an actionable deliverable EA practitioners should deliver to business unit and IT leaders that will enable them to make their trade-off analysis.</strong></td>
<td><strong>By understanding the source technologies and the level of innovation that the business will support or is tolerable will help EA practitioners identify which solutions will be the appropriate fit for the organization.</strong></td>
</tr>
</tbody>
</table>

**Diagnostic Deliverables**
<table>
<thead>
<tr>
<th>Purpose</th>
<th>Activities</th>
<th>Deliverables</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Explore</strong></td>
<td>Affinity Analysis</td>
<td>Business Capability Profiling</td>
</tr>
<tr>
<td></td>
<td>Disruptions Impact Radar</td>
<td>Value stream impact analysis</td>
</tr>
<tr>
<td></td>
<td>Persona Analysis</td>
<td>Impact analysis of “what-if” business scenarios</td>
</tr>
<tr>
<td></td>
<td>Business scenario analysis</td>
<td>Identification of strategically relevant user experiences</td>
</tr>
<tr>
<td></td>
<td>Strategic Alignment Matrix</td>
<td>Analyze and heatmap new or effected business capabilities</td>
</tr>
<tr>
<td></td>
<td>Technology Architecture Segmentation Analysis</td>
<td>Business Capability Modeling</td>
</tr>
<tr>
<td></td>
<td>Ideation Benefits Analysis</td>
<td>Business Capability Profiling</td>
</tr>
<tr>
<td></td>
<td>Disruptions Impact Analysis</td>
<td>Value stream analysis</td>
</tr>
<tr>
<td></td>
<td>Opportunities and Threats</td>
<td>Business outcome journey mapping</td>
</tr>
<tr>
<td></td>
<td>Idea Profiling Sheet</td>
<td>Business Outcome Stmts.</td>
</tr>
<tr>
<td></td>
<td>Strategic relevance to potential value matrix</td>
<td>Opportunity Analysis</td>
</tr>
<tr>
<td><strong>Rationalize</strong></td>
<td>Opportunity Risk Profiling</td>
<td>Opportunity Business Synergy Matrix</td>
</tr>
<tr>
<td></td>
<td>Strategic Risk Assessments</td>
<td>Value Traceability Model</td>
</tr>
<tr>
<td></td>
<td>Business Value Matrix</td>
<td>Business Criticality to Realization Matrix</td>
</tr>
<tr>
<td></td>
<td>Information Impact Analysis</td>
<td>Business Opportunity Roadmap</td>
</tr>
<tr>
<td></td>
<td>Social and Ethical Impact Roadmap</td>
<td>Innovative Technology Approach Matrix</td>
</tr>
<tr>
<td></td>
<td>Roadmaps</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Impact analysis</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Opportunity trade-off analysis</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Option-based plans</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Roadmaps</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Impact analysis</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Opportunity-on-a-Page</td>
<td></td>
</tr>
</tbody>
</table>

**Explore Disruptive Trend Ideation**

Identify highly impactful disruptions that can be ideated to determine their strategic fit.

**Outcomes:** Well understood impacts of disruptions, highly impactful list of ideated technologies and opportunities.

- Education of trends that are causing market disruptions
- Unconstrained ideation in key disruption areas
- Idea feasibility and degree of potential strategic value
- Opportunity definitions and proposal development

**Rationalize Business Outcomes**

Qualify the strategic value and feasibility of a set of disruptive opportunities.

**Outcomes:** Identification of strategically aligned opportunities, business impacts analyzed, and identified digital transformation

- Value stream impact analysis
- Impact analysis of “what-if” business scenarios
- Identification of strategically relevant user experiences
- Analyze and heatmap new or effected business capabilities

**Evaluate Opportunities and Risks**

Quantifiably valuate the benefits and risks of an opportunity to determine business viability.

**Outcomes:** Quantified opportunities through a risk-adjusted valuation based on opportunity benefit and risk tolerance

- Analysis of opportunity risk and impacts on risk appetite
- Impact analysis on business information assets
- Business capability and information profiling

**Create Business Transformation Road Maps**

Creation of a highly actionable set of strategic options for business and IT leaders.

**Outcomes:** Opportunities shift to actionable initiatives with options-based transformation plans.

- Impact analysis
- Opportunity trade-off analysis
- Option-based roadmaps and plans
- Initiative proposal development
Using Gartner Research for your Innovation Efforts

Value Traceability Model

To highlight opportunities for the organization, construct links to the business capabilities that will be enhanced, diminished or created.
See: “Toolkit: What Enterprise Architects Need to Know About Smart Machines”

Business Impact Analysis

Tool to understand direct and indirect impacts of technologies.
See: “Toolkit: What Enterprise Architects Need to Know About Smart Machines”

Opportunity Business Synergy Matrix

Contrasts a proposed opportunity with distilled high value business strategy areas.
See: “Toolkit: What Enterprise Architects Need to Know About IoT Technologies”

Affinity Analysis

Grounding technology innovation in the context of business issues or gaps. Using this technique surfaces the views, ideas and responses to issues, including the emotional and behavioral aspects.
See: “Toolkit: What Enterprise Architects Need to Know About Smart Machines”

Business Capability Analysis

Business capability maps are used to understand the current and future capabilities of the company’s business units.

Social and Ethical Roadmap

Defines what-if scenarios with new and disruptive technologies that have more than just technology impacts but across social and ethical boundaries as well.

Business Outcomes Journey Map

Understanding business outcomes in terms of experiences to be enabled by the capabilities that are delivered is a key way to ensure that business outcomes are maximized.

Business Scenario Analysis

Filtering down to a critical set of business scenarios is important to ensure the valuable time of business and IT leaders is used effectively.
See: “Toolkit: How to Create Business Scenarios That Drive Digital Disruption Innovation”

Persona

Aids in driving decisions and providing recommendations, whereby increasing understanding about many people through abstracting them into an archetype.
My Latest Research

- Emerging Technology Hype Cycle, 2016
- Top 10 Strategic Technology Trends for 2017
- Information of Everything
- Advanced Machine Learning
- Autonomous Agents and Things
- Advanced System Architecture
- Vanguard Enterprise Architects Will Lead Bimodal Mode 2 Innovations
- Using Enterprise Architecture to Maximize Cloud Strategy Business Outcomes
- Toolkit: The Information Architect’s Playbook for EIM

Get Involved!

Discuss

Gartner Peer Connect is the world’s most influential network of IT and business leaders — exclusively for Gartner end-user clients. Your peers, discussing your key issues to back up your critical business decisions.

http://www.gartner.com/technology/community/peer-connect.jsp

Learn More

- Leveraging Enterprise Architecture to Enable Business Value With IoT Innovations Today
- Leveraging Enterprise Architecture to Enable Business Value With Smart Machine Innovations Today
- Leveraging Enterprise Architecture to Identify Business Opportunities in a Computing-Everywhere Future
- Enterprise Architects Should Leverage a Risk-Based Approach to Understand Security in the Digital Business Ecosystem
- Toolkit: EA Identifies Transformational Digital Disruptions Through Strategic Value Assessments
- Toolkit: Workshop for Creating EA Personas in Digital Business Diagnostic Deliverable Analysis